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Budget and programme of work for the biennium 2016-2017 and the Environment Fund and other budgetary matters

Proposed revised biennial programme of work and budget for 2014–2015

Report of the Executive Director

Summary

The programme of work and budget of the United Nations Environment Programme (UNEP) for the biennium 2014–2015 was approved by the UNEP Governing Council at its twenty-seventh session, in February 2013; it included a tentative increased allocation of the United Nations regular budget to UNEP based on the United Nations Secretary-General's request for such an increase to the General Assembly. In approving the programme of work and budget the Governing Council requested the Executive Director to "submit a report to the governing body of the United Nations Environment Programme at its next session on the programme of work and budget for the biennium 2014–2015, taking into account the latest information on funding and projected expenditures".

In the event, the General Assembly approved United Nations regular budget resources for UNEP for 2014–2015 in the amount of $34.96 million, significantly less than the amount requested by the Secretary-General. The present report presents a proposed revised programme of work and budget that features changes in indicator targets against expected accomplishments made necessary by the amount of regular budget resources allocated to UNEP by the General Assembly..

The proposed revised programme and budget also shows changes in accountability for the delivery of outputs in the programme of work resulting from changes in the structure of UNEP. Outputs for which the former Division for Regional Cooperation was previously accountable are now the responsibility of other divisions or offices of UNEP. In many cases, UNEP technical divisions are accountable for the delivery of outputs, while regional delivery through UNEP regional offices will be a core element. The proposed revised programme and budget also introduces adjustments to budgetary elements that are dependent on the regular budget of the United Nations and shows the impact of the General Assembly's decision on the use of the overall budget, the Environment Fund and extrabudgetary resources.

* UNEP/EA.1/1.

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Abbreviations

AGEE	Advisory Group on Environmental Emergencies
CBD	United Nations Convention on Biological Diversity
DCPI	Division of Communications and Public Information
DELC	Division of Environmental Law and Conventions
DEPI	Division of Environmental Policy Implementation
DEWA	Division of Early Warning and Assessment
DTIE	Division of Technology, Industry and Economics
EA	Expected accomplishment
FAO	Food and Agricultural Organization of the United Nations
GEF	Global Environment Facility
GEO	Global Environment Outlook
GPA	Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
ILO	International Labour Organization
IOMC	Inter-organization Programme for the Sound Management of Chemicals
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IPSAS	International Public Sector Accounting Standards
IUCN	International Union for Conservation of Nature
MEA	Multilateral environmental agreement
PEI	Poverty-Environment Initiative
PIMS	Programme information management system
SAICM	Strategic Approach to International Chemicals Management
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNEP	United Nations Environment Programme
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
UNSCEAR	United Nations Scientific Committee on the Effects of Atomic Radiation
WWF	World Wide Fund for Nature

I. Suggested action by the United Nations Environment Assembly of the United Nations Environment Programme

1. The United Nations Environment Assembly of the United Nations Environment Programme may wish to consider the adoption of a decision along the lines suggested by the Executive Director. The suggested action will be submitted separately to the Committee of Permanent Representatives for its use in the preparation of draft decisions for consideration by the Environment Assembly.

II. Introduction

2. The Executive Director of UNEP hereby submits the proposed revised programme of work and budget for the biennium 2014–2015 to the Environment Assembly in accordance with financial rules 210.1–210.5 of the Environment Fund and General Assembly resolution 2997 (XXVII) of 15 December 1972, by which the Assembly established the Governing Council, the Environment secretariat and the Environment Fund, and General Assembly decision 67/251 of 13 March 2013, by which the Assembly renamed the UNEP Governing Council the United Nations Environment Assembly of the United Nations Environment Programme.

3. In accordance with section II of decision 40 (III) of 30 April 1975 and decision 19/25 of 7 February 1997, the attention of the Environment Assembly is drawn to the resources of the Environment Fund over which the Council has direct authority in accordance with resolution 2997 (XXVII). To facilitate deliberations by the Assembly on the proposed allocation of Environment Fund resources, information is also presented on the allocation of resources from trust and earmarked funds, the support charge levied on these funds (programme support costs) and from the regular budget of the United Nations. Information is also presented on the resources that UNEP has applied to secure from the Global Environment Facility (GEF) for support to countries and partners. The total resource projections are provided in section C, below.

4. The proposed revised programme of work and budget 2014–2015 is guided by the medium-term strategy for the period 2014–2017, as approved by the Governing Council at its twenty-seventh session. It is also based on the outcome of the 2012 United Nations Conference on Sustainable Development, as stipulated by the Committee for Programme and Coordination at its fifty-second session.[1] The proposed revised programme of work and budget is also guided by General Assembly decisions 67/213 of 21 December 2012, 68/215 of 20 December 2013 and 68/248 of 27 December 2013 in relation to strengthening UNEP, the UNEP programme and the allocation of United Nations regular budget resources, respectively.

5. In preparing the medium-term strategy 2010–2013 and the programmes of work and budgets for the bienniums 2010–2011 and 2012–2013, UNEP pioneered a matrix management approach to programme implementation.[2] This approach sought to harness the specialized sectoral expertise available in the six divisions to deliver cross-cutting subprogrammes. In introducing matrix management, the first such attempt by the United Nations Secretariat, UNEP has strengthened its focus on results and improved its use of existing resources through improved coordination and the elimination of duplication, overlap and the "silo mentality" – the tendency of staff members to work in isolation from one another, characteristic of subprogramme-specific divisions. While this approach has been maintained and strengthened for the biennium 2014–2015, lessons learned from the implementation of the previous programmes of work have been key in the design of the programme of work for the biennium 2014–2015 (see paras. 30–35)

6. The lessons learned are based on the findings of several internal and external monitoring and evaluation exercises conducted between 2010 and 2012, all of which recommended a deepening of results-based management at the planning stage. For instance, in strengthening the foundation for results-based management, the causal relationship between outputs, expected accomplishments and objectives is set out for each subprogramme (sect. V) with the intention of ensuring that efforts are geared towards achieving the planned outcomes as embodied in the expected accomplishments. The expected accomplishments (or planned outcomes) are designed to ensure that UNEP products and services are more easily attributable to them. Indicators of achievement are designed to measure with greater accuracy whether the expected accomplishments are achieved.

[1] E/AC.52/2012/L.4/Add.29.

[2] UNEP/GC.25/12.

7. Expected accomplishments and indicators of achievement for elements relating to executive direction and management and programme support (sects. IV and VI) are clearly aligned with the business strategy contained in the medium-term strategy 2014–2017 and have been designed to strengthen the indicators to enable assessment of the implementation of the UNEP business strategy.[3]

A. Overall orientation

8. The United Nations Environment Assembly of the United Nations Environment Programme is the subsidiary organ of the General Assembly responsible for leading and coordinating action on environmental matters.[4] The UNEP core objective for 2014–2017 is to catalyse a transition towards low-carbon, low-emission, resource-efficient and equitable development based on the protection and sustainable use of ecosystem services, coherent and improved environmental governance and the reduction of environmental risks. The ultimate goal is to contribute to the well-being of current and future generations of humankind and the attainment of global environmental goals.

9. In order to achieve that objective, the UNEP strategy will be to play a leadership role within the United Nations system and beyond on environmental matters in accordance with the outcome document of the United Nations Conference on Sustainable Development (Rio+20), "The future we want", as endorsed by the General Assembly in its resolution 66/288. Promoting system-wide coherence in addressing environmental matters within the United Nations is therefore a key thrust of the UNEP programme of work with the objective of ensuring a coordinated approach to reduce fragmentation and increase efficiency and effectiveness. UNEP will strengthen its leadership role in key United Nations coordination bodies and will lead efforts to formulate United Nations system-wide strategies on the environment at the national, regional and global levels to maximize the potential for environmentally sound development, unlocking the additional value of the United Nations system. The strategy aims to invest in partnerships, driven by quality rather than quantity, particularly within the United Nations system, to facilitate the transition by societies towards low-carbon and low-emission, resource-efficient and equitable development based on the protection and sustainable use of ecosystem services and the reduction of environmental risks.

10. UNEP will continue to strengthen strategic partnerships with governmental institutions and major groups to catalyse transformational change and leverage impact. As affirmed at Rio+20, the strengthening of partnerships must include major groups as key contributors to the implementation of environmental commitments and engage relevant stakeholders in new mechanisms to promote transparency based on best practices and models from relevant multilateral institutions. UNEP will ensure that all major groups whose actions affect, or are affected by, an environmental issue are engaged through their relevant global, regional or national networks. UNEP will thus ensure that actions to scale up the use of norms, methods and tools recognize the potential of the major groups that are best placed to work with UNEP and other United Nations entities throughout its programme of work. UNEP will also redefine and strengthen its relationship with UNEP national committees, which currently exist in 36 countries, with a view to ensuring their optimal use in outreach at the national level and that UNEP services and products are accessible to the public.

11. In "The future we want", Heads of State and Government and high-level representatives invited the General Assembly, at its sixty-seventh session, to adopt a resolution strengthening and upgrading UNEP in a number of ways. "The future we want" was endorsed by the General Assembly in its resolution 66/288 of 27 July 2012 and translated into specific resolutions, including resolution 67/213, by which the Assembly decided to "strengthen and upgrade" UNEP "in the manner set out in subparagraphs (a) to (h) of … "The future we want"' and to "establish universal membership in the Governing Council" of UNEP. Subsequently, by resolution 67/251 of 13 March 2013 the Assembly decided to change the name of the Governing Council to the United Nations Environment Assembly of the United Nations Environment Programme. The objectives of greater efficiency and transparency and the use of performance information for improved management decision-making throughout UNEP operations are embedded in the UNEP strategy. UNEP will take into account the comprehensive policy review on the effectiveness, efficiency, coherence and impact of United Nations activities on development in developing countries in line with the spirit of discussions under way with regard to the United Nations quadrennial review. UNEP will pay particular attention to ways in which it can

[3] A/64/7 and UNEP/GC.25/12/Add.1.

[4] The mandate for UNEP derives from General Assembly resolution 2997 (XXVII). The UNEP Governing Council further clarified the role and mandate of UNEP in its decision 19/1, entitled the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which the General Assembly subsequently endorsed in the annex to its resolution S/19-2 of 28 June 1997, resolution 53/242 of 28 July 1999 and resolution 66/288 of 27 July 2012 2012.

leverage further impact through development cooperation and the country-level modalities of the United Nations system.

12. Capacity-building and technology support to countries underpin UNEP support to countries in the programme of work, which also integrates gender and environmental and social safeguards to take into account the emphasis laid by participants at Rio+20 on social equity issues as an important means of achieving environmental sustainability. In implementing Governing Council decision 23/11 on gender equality in the field of the environment, UNEP will continue to ensure the integration of gender perspectives in its programme of work.

13. The green economy in the context of sustainable development and poverty eradication is an important tool for achieving sustainable development and one for which UNEP will provide support to countries as one of the main pillars of its programme of work. In particular, UNEP will strengthen its cooperation with the International Labour Organization (ILO) with regard to relevant opportunities for decent green employment. Activities will also be undertaken to contribute to the United Nations system-wide efforts to address the need for broader measurements of progress to complement gross domestic product in order better to inform policy decisions.

14. UNEP will deliver its work within seven priority areas for the biennium 2014–2015:[5]

(a) Climate change;

(b) Disasters and conflicts;

(c) Ecosystem management;

(d) Environmental governance;

(e) Chemicals and waste;

(f) Resource efficiency;

(g) Environment under review.

15. Over the period 2010–2013 of the current medium-term strategy, UNEP has been carrying out activities to enable the state of the environment and emerging issues to be reviewed together with access to information (principle 10 of Agenda 21[6]) as an expected accomplishment under the environmental governance subprogramme. These activities have now been allocated to a new dedicated subprogramme in conformity with the outcome of Rio+20, which emphasized the importance of the role of science, the use of information for decision-making, raising the awareness of the public on critical environmental issues, strengthening the science-policy interface, building on assessments, the engagement of civil society and other stakeholders, and assessing progress in the implementation of all sustainable development commitments. The new subprogramme allows key UNEP stakeholders, both within the United Nations system and beyond, to stay abreast of the results of UNEP activities to keep the global state of the environment under review.

16. Various activities are intended to disseminate important expertise and knowledge, including products such as the Global Environment Outlook (GEO) reports, on a range of topics, such as the internationally agreed goals set out in the fifth GEO report (GEO-5) as part of the process of developing sustainable development goals as identified in "The future we want". That endeavour will require information on indicators, data, regular reporting on the environment and on sustainable development, including mechanisms and strategies to advance the integration of the three dimensions of sustainable development.

17. **Climate change**. Within the framework of the United Nations approach to climate change, UNEP will work with partners, including the private sector, to:

(a) Build the resilience of countries to climate change through ecosystem-based approaches and other supporting adaptation approaches;

[5] In its decision 26/9, on the proposed biennial programme of work and budget for 2012–2013, the Governing Council of UNEP requested the Executive Director to prepare, in consultation with the Committee of Permanent Representatives, a medium-term strategy for the period 2014–2017 with a clearly defined vision, clearly defined objectives, priorities and impact measures and a robust mechanism for review by Governments, for approval by the Governing Council at its twenty-seventh session.

[6] Principle 10 of the Rio Declaration on Environment and Development was adopted by 178 nations at the United Nations Conference on Environment and Development, held in Rio de Janeiro, Brazil, from 3 to 14 June 1992.

(b) Promote the transfer and use of energy efficiency and renewable energy technologies for low-emission development;

(c) Support planning and implementation of initiatives to reduce emissions from deforestation and forest degradation.

18. The implementation of national and subnational energy policies, support for low-emission development, cleaner energy technologies, public mass transportation systems, clean fuels and vehicles, adaptation to climate change and forests were key areas of work cited as needing attention by participants in Rio+20. UNEP will work in those areas by conducting scientific assessments, providing policy, planning and legislative advice, facilitating access to finance, undertaking pilot interventions and promoting the integration of those approaches into national development plans and strategies; fostering climate change outreach and awareness-raising; sharing knowledge through climate change networks; and supporting the United Nations Framework Convention on Climate Change process and the implementation of commitments under both the Framework Convention on Climate Change and the Convention on Biological Diversity.

19. **Disasters and conflicts.** As part of United Nations system-wide strategies for disaster risk reduction and preparedness, conflict prevention and post-disaster and post-conflict response, recovery and peacebuilding, UNEP will play an important role in building national capacities to use sustainable natural resource and environmental management to:

(a) Reduce the risk of disasters and conflicts;

(b) Support sustainable recovery from disasters and conflicts, especially given the emphasis placed on the need for supporting countries in disaster risk reduction and the building of resilience by participants in Rio+20.

20. To that end, UNEP will provide environmental risk and impact assessments, policy guidance, institutional support, training and mediation services, and will pilot new approaches to natural resource management. In so doing, UNEP will seek to catalyse action and the scaling-up of activities by partners working with countries on risk reduction, relief and recovery, including the United Nations Office for the Coordination of Humanitarian Affairs, United Nations humanitarian and peacekeeping operations, as requested by the Governing Council in its decision 26/15 on strengthening international cooperation on the environmental aspects of emergency response and preparedness. UNEP will also continue to promote the integration and prioritization of environmental considerations within relevant inter-agency policy and planning processes.

21. **Ecosystem management.** With a view to addressing the challenge of food security and water, UNEP will seek to promote the proper management of biodiversity, particularly ecosystems, and, in turn, enable integrated, cross-sectoral approaches to improve the resilience and productivity of interdependent landscapes and their associated ecosystems and species. UNEP will:

(a) Promote integrated land and water management approaches that help to strengthen the resilience and productivity of terrestrial and aquatic systems thereby maintaining natural ecological processes that support food production systems and maintain water quantity and quality;

(b) Promote the appropriate management of coasts and marine systems to ensure that ecosystem services are maintained;

(c) Work to strengthen the enabling environment for ecosystems, including transboundary ecosystems, at the request of all concerned countries.

22. The objective of the subprogramme is to enable countries to sustain ecosystem services for the benefit of human well-being and biodiversity. This work will be carried out in consultation with United Nations entities, especially the Food and Agriculture Organization (FAO), the biodiversity related multilateral environmental agreements (MEAs) and will include support for countries in creating an enabling environment for the implementation of such agreements, with particular attention paid to the Aichi Biodiversity Targets. The work under the subprogramme will also include support upon request by countries to integrate biodiversity values into national development and poverty reduction strategies and planning processes.

23. **Environmental governance.** This subprogramme responds directly to the agreement reached on international environmental governance by participants at Rio+20 and endorsed by the General Assembly in its resolution 66/288. UNEP will aim to ensure coherence and synergy in environmental governance in collaboration with other United Nations agencies by:

(a) Providing support to the United Nations system and MEAs, taking advantage of United Nations coordination mechanisms to increase the coordination of actions on environmental policies and programmes within the United Nations system and by MEAs;

(b) Helping countries, upon their request, to strengthen their environmental institutions and laws and to implement their national environmental policies;

(c) Helping to increase the integration of environmental sustainability in national and regional policies and plans, including, in partnership with the United Nations Development Programme (UNDP), with regard to the poverty-environment nexus based on demand from countries.

24. A key area of work will include support to countries in developing and eventually reporting on the environmental aspects of sustainable development goals. UNEP will strengthen the science-policy interface in carrying out this work. In addition, UNEP will work towards facilitating the increased participation of stakeholders in environmental decision-making processes and access to justice in conformity with principle 10 and other relevant principles of the Rio Declaration on Environment and Development.

25. **Chemicals and waste.** As a part of United Nations system-wide efforts and in close cooperation with the chemicals-related MEAs, UNEP will work to lessen the environmental and human health impacts of chemicals and waste. UNEP will, in response to the outcome document of Rio+20, enhance work to support countries in increasing their capacities for the sound management of chemicals and waste, including e-waste, to help them to achieve, by 2020, the sound management of chemicals throughout their life cycles. UNEP will do so in direct collaboration with other United Nations entities, especially the World Health Organization by:

(a) Helping countries to improve the regulatory and institutional frameworks for the sound management of chemicals, including by servicing and strengthening the Strategic Approach to International Chemicals Management process and supporting the development of MEAs on chemicals and waste, such as a global legally binding instrument on mercury, and enhancing cooperation and coordination between the MEAs related to chemicals and waste at the national level;

(b) Keeping under review trends in the production, use and release of chemicals and waste, promoting and catalysing their sound management, including through multi-stakeholder partnerships.

26. **Resource efficiency.** UNEP will promote government policy reform, changes in private sector management practices and increased consumer awareness as a means to reduce the impact of economic growth on resource depletion and environmental degradation. UNEP will work with its network of partners to:

(a) Strengthen the scientific basis for decision-making and support Governments, cities and other local authorities and the private sector in designing and implementing tools and policies to increase resource efficiency, including with regard to sustainable consumption and production and the green economy in the context of sustainable development and poverty eradication;

(b) Promote the application of life-cycle and environmental management approaches, to improve resource efficiency in sectoral policymaking and in business and financial operations along global value chains using public-private partnerships as a key delivery mechanism;

(c) Promote the adoption of consumption-related policies and tools by public institutions and private organizations and increase consumer awareness of more sustainable lifestyles.

27. In "The future we want", Heads of State and Government and high-level representatives emphasized the importance of increasing efficiency in the food supply chain as well as corporate sustainability reporting, which are both covered by the chemicals and waste subprogramme. Following the adoption at Rio+20 of a ten-year framework of programmes on sustainable consumption and production patterns, UNEP will prioritize its support in this area. In response to the outcome of Rio+20, UNEP will also contribute to improving the understanding of the opportunities and challenges presented by as well as the costs and benefits of green economy policies in the context of sustainable development and poverty eradication. In partnership with other United Nations entities, including the United Nations Industrial Development Organization (UNIDO) and UNDP, it will support countries that are willing to engage in a transition to a green economy in designing the appropriate policy mix and in sharing their experiences, best practices and knowledge with other countries. UNEP will provide guidance and support to interested stakeholders, including business and industry and other major groups, for the development of green economy strategies that are supportive of national and sectoral policies in the context of sustainable development and poverty eradication.

28. **Environment under review.** Keeping the global environmental situation under review in a systematic and coordinated way and providing early warning on emerging issues for informed decision-making by policy-makers and the general public is one of the core mandates of UNEP. Incorporating critical work that was previously embedded in the environmental governance subprogramme, this new subprogramme is intended to enhance integrated assessment, interpretation and coherence of environmental, economic and social information to assess the environment, to identify emerging issues and to contribute data to track progress towards environmental sustainability, including such targets as the Aichi Biodiversity Targets, and to facilitate global policymaking. The global environmental goals set out in GEO-5 will continue to serve as a basis for assessing the state of the environment. UNEP will support capacity-building efforts in developing countries that commit to environmental monitoring and to sharing environmental data and information in public platforms in line with principle 10 of the Rio Declaration on Environment and Development. Furthermore, UNEP will endeavour to increase the participation of stakeholders in environmental decision-making processes, including the generation, analysis, packaging, availability and dissemination of integrative environmental information, in accordance with the outcome of Rio+20. UNEP will strive to make its official documents available in the six official languages of the United Nations.

29. Given the interdisciplinary nature of its subprogrammes, activities in every subprogramme will be undertaken in close collaboration with all the UNEP divisions. UNEP regional offices will play a prominent role in coordinating the delivery of the programme of work at the regional and national levels, working to establish and strengthen partnerships with other actors in the field to leverage impact and scale up efforts. While each of the UNEP subprogrammes is presented separately, the organization's objectives will be met by ensuring that the synergies between the subprogrammes are harnessed so as to leverage optimal impact. For instance, the principles and approaches underpinning the subprogrammes on ecosystem management and climate change will inform the work conducted under the subprogramme on disasters and conflicts in order to ensure that relevant tools and approaches developed within those subprogrammes are applied in countries that are vulnerable to or affected by disasters and conflicts. Similarly, UNEP will seek to exploit synergies between its work on marine systems under the ecosystem management subprogramme and its work on land-based sources of pollution handled under chemicals and waste. UNEP work in the resource efficiency subprogramme will contribute through efficiency and decoupling to energy efficiency work under climate change, to ecosystems management by inducing less use of natural resources and to chemicals and waste through responsible production and waste minimization. There will also be close collaboration between work on alternatives to certain ozone-depleting substances and energy efficiency, thus requiring a coordinated approach to such efforts under the chemicals and waste and the climate change subprogrammes. Similarly, there will be complementary activities between the environmental governance and the other subprogrammes.

B. Lessons learned

30. The programme of work for the biennium 2014–2015 takes into account the outcome of several monitoring and evaluation exercises and audits. The most important lesson learned in that regard is that, as the environment programme of the United Nations, UNEP must assume a position of leadership on environmental matters as not only the voice but also the authority for the environment in the United Nations system. It is important, therefore, that UNEP take full advantage of existing United Nations coordination mechanisms, including the Environmental Management Group, the United Nations Development Group, United Nations country teams and regional coordination mechanisms and the High-level Committee on Programmes and the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination. In the programme of work 2014-2015, each subprogramme has been designed so as to emphasize the role of UNEP in the United Nations system and to leverage impact from a more coordinated approach to environmental and development challenges within the system. This will increase coordination in the United Nations system and ensure the scaling up and harmonization of the use of norms, tools and methods above and beyond what UNEP could achieve through pilot demonstrations alone.

31. The corporate strategy and business model in the medium-term strategy, which recognize the leadership role of UNEP on environmental matters in the United Nations system and its strategy to leverage impact through partnerships, is therefore complemented in the programme of work with more specific expected accomplishments and indicators in the section on executive direction and management. These related indicators will allow for UNEP progress in achieving an increasingly strategic role within the United Nations to be measured.

32. Another key lesson learned from the monitoring and evaluation exercises and audits was the need for an iterative process to ensure that the expected accomplishments (UNEP results) and outputs (UNEP products and services) are driven by demand for services by countries. Thus, the expected

accomplishments contained in the medium-term strategy are specified in the programme of work with products and services that respond to the priorities of countries, MEAs and other stakeholders, focusing on the value that UNEP work adds for partners and countries. These priorities have been reviewed against the products and service lines that will best serve to deliver the expected accomplishments and achieve the subprogramme goals and the objective of the medium-term strategy. This will also ensure a stronger causal relationship between them, the need for which was another key lesson learned in the previous biennium that gave rise to the additional subsections for each subprogramme explaining that relationship. Another lesson learned from the formative evaluation of the programme of work 2014-2015 was the importance of using a theory of change analysis in constructing the programme of work; this has been instrumental in determining the outputs that would lead to the expected accomplishments.

33. A further important lesson was that UNEP operational support must drive results-based management so that human and financial resource management, resource allocation, decision-making, the UNEP approach to partnerships and its information technology support are all mutually reinforcing and contribute to effective programme and project management in a results-based context. Thus, the expected accomplishments and indicators in the programme support section focus attention on performance monitoring, and a new corporate risk management system consistent with those of other United Nations entities will enable effective decision-making to underpin adaptive management of programmes and projects.

34. Subprogramme evaluations have also been instrumental in shaping the design of the programme of work. For example, the disasters and conflicts subprogramme has been designed to focus on risk reduction in expected accomplishment (a) and recovery in expected accomplishment (b), instead of the three expected accomplishments set out in the previous programme of work. The evaluations have also helped in rethinking the design of indicators to better track country-level impact arising from UNEP support. The environmental governance subprogramme was restructured to emphasize UNEP work in promoting coherence at the global level in expected accomplishment (a) and in promoting coherence nationally in expected accomplishment (c) to bring more clarity to the design of the subprogramme.

35. Lessons learned have also demonstrated the need further to strengthen accountability for delivering results in the programme of work, including by specifying the engagement of regional offices and clarifying what UNEP will deliver globally and regionally. The programme of work also aligns budget and human resources with programmatic priorities. The programme of work for the biennium 2014–2015 has been designed to:

(a) Show the division or divisions accountable for any given output and those that will contribute to the delivery of that output;

(b) Show what will be delivered at the global or regional levels;

(c) Specify the budget by establishing a method for linking subprogramme budget allotments with the deliverables contained in the programme of work.

C. Resource projections

36. In its resolution 66/288, the General Assembly endorsed the outcome document of Rio+20, "The future we want", in which Heads of State and Government and high-level representatives expressed their commitment to, inter alia, the strengthening and upgrading of UNEP in the context of strengthening international environmental governance. It highlighted the need for secure, stable, adequate and increased financial resources from the regular budget of the United Nations and voluntary contributions. In accordance with resolution 2997 (XXVII) of 15 December 1972, the cost of servicing the Environment Assembly (and previously the Governing Council) and the UNEP secretariat is covered by the regular budget of the United Nations, while the cost of environmental programmes, including relevant operational programme costs and programme support costs, is covered by the Environment Fund. The UNEP allocation from the regular budget of the United Nations was established at that time at approximately 1 per cent of the total regular budget. Since then, it has been divided, in relative terms, by four (0.26 per cent in 2012–2013), despite the growing number of threats to the environment and human well-being posed by climate change, biodiversity loss, the degradation of ecosystem services and pollution, among others. The need for countries to adapt to climate change, to ensure that ecosystems are managed appropriately, to improve food security and water quality, to enhance resource efficiency and to manage environmental risks have resulted in a growing demand for UNEP services.

37. As the purchasing power of the allocation from the regular budget of the United Nations has been eroded over time, the Governing Council found itself increasingly having to approve funding

from the Environment Fund to cover the costs of servicing the UNEP governing bodies and core secretariat functions. The budget for the biennium 2014–2015 will include increases in funding from the regular budget approved by the General Assembly on 27 December 2013 and from voluntary Environment Fund contributions to implement the expanded mandate of UNEP as reaffirmed in General Assembly resolution 67/213, which among other things established universal membership in the governing body of UNEP. The implementation of this resolution requires secure, stable, adequate and increased financial resources from the regular budget of the United Nations and voluntary contributions to enable UNEP to fulfil its Rio+20 mandate in paragraph 88 of "The future we want".

38. Key elements considered in the development of a new budget that incorporates the outcomes of Rio+20 include that it should:

(a) Be transformative in nature as an initial translation into practice of the implications of the Rio+20 outcome, rather than seeking incremental improvements;

(b) Rectify and upgrade UNEP, positioning it strategically in the United Nations system, including strengthening the UNEP office in New York so that it can better support the Environmental Management Group. The aim is to better serve and guide the United Nations system and its Member States and to exercise a multiplier effect through partnerships, rather than duplicating the efforts of other United Nations entities, such as those that are already operational at the country level;

(c) Strengthen the ability of UNEP to deliver at strategic locations to increase the impact of the UNEP subprogrammes. UNEP regional offices will play a stronger role in ensuring the coherence of its work at the regional and country levels and in ensuring coordination within the United Nations system. Experts located in the regional offices will assume a liaison and coordination role with the MEAs and support UNEP capacity-building and technology transfer activities. The regional offices will also play a stronger role in leveraging the activities of other partners working in the respective regions to enable UNEP tools and guidelines to be disseminated more widely;

(d) Provide increased support to developing countries to meet their capacity-building and technology transfer needs;

(e) Refocus UNEP support for South-South cooperation while recognizing its complementarity with traditional means of cooperation;

(f) Enhance UNEP partnerships with major groups through UNEP headquarters and its regional offices;

(g) Provide stable resources dedicated to the science-policy interface, including for UNEP global environmental assessments and for building the capacity of developing countries to generate, access, analyse and use environmental information and assessment findings;

(h) Sustain governance-related priorities as a core function, especially in relation to the United Nations system and MEAs, capitalizing on UNEP comparative advantages in this regard. By investing in UNEP, Member States will multiply the impact of their investment in MEAs.

1. Implications for the UNEP allocation from the regular budget of the United Nations

39. An increase in the UNEP allocation from the regular budget of the United Nations for the biennium 2014–2015 is intended to fund activities that are currently funded only partially by the regular budget allocation, including:

(a) Servicing the governing bodies: once the Environment Assembly decides on its own rules of procedure, the United Nations secretariat may include in the Secretary-General's next budget request an item under *Policy-making Organs* to reflect the significantly enhanced governance framework approved by the General Assembly (that is, the newly designated Environment Assembly, with universal membership and the Committee of Permanent Representatives as its subsidiary body, and consideration of an increase in the allocation from the United Nations regular budget to the United Nations Office at Nairobi) to enable the Environment Assembly to meet its requirements. In the meantime, budgetary requirements for the 2014 session of the Environment Assembly will need to be met through Environment Fund resources at the expense of programme activities. The secretariat will approach donors in a position to do so to contribute voluntarily to support the participation of developing countries in the sessions of the Environment Assembly and the Committee of Permanent Representatives;

(b) Enhancing coordination within the United Nations system on environmental matters: adjustments under "Executive direction and management" and the environmental governance subprogramme take into account additional responsibilities associated with the leadership of an enhanced organization and advocacy for global environmental coordination. Significant allocations are

required to comply with General Assembly resolution 66/288, in which the Assembly endorsed the call for the strengthening of UNEP engagement in key United Nations coordination bodies and its empowerment to lead efforts to formulate United Nations system-wide strategies on the environment. The budget is intended to strengthen existing mechanisms, including the Environment Management Group, which is hosted by UNEP and chaired by its Executive Director, as well as to empower UNEP to assume a lead or coordinating responsibility for delivering enhanced efficiency and sustainability;

(c) Strengthening regional offices and outreach: By endorsing "The future we want", resolution 66/288 calls for UNEP to "strengthen its regional presence….". The 2014–2015 United Nations regular budget allocation for UNEP regional offices is top-heavy; it covers the regional directors, subregional coordinators and a few regional subprogramme coordinators on an *ad hoc* basis. The proposed subprogramme budgets for the biennium 2014–2015 cover representational and coordination functions at the regional level to enable UNEP to reach out to partners in the region to leverage more impact than UNEP working on its own and attends to some of the subprogramme coordination needs at the regional office level through posts funded by the Environment Fund;

(d) Ensuring the participation of civil society: resolution 66/288 calls for UNEP to "...ensure the active participation of all relevant stakeholders…exploring new models to promote transparency and the effective engagement of civil society". In order to achieve synergies and economies of scale, the proposed subprogramme budgets allocated to regional offices combine resources required to comply with resolution 66/288 in the paragraph above and enhance capacities for outreach to civil society. UNEP regionally-based experts will therefore carry out the function of outreach and engagement with civil society, complementing the engagement of UNEP headquarters with civil society. At headquarters, the management of UNEP outputs related to major groups and stakeholders is entrusted to a small team integrated with the secretariat of the governing bodies;

(e) Strengthening the science-policy interface, communication and information: the budget reflects the call by the General Assembly for UNEP to build a strong interface based on existing frameworks. In this regard, paragraph 88 of "The future we want" quotes specifically the UNEP-led GEO process in its reference to science and the need to keep the environment under review. A part of the assessment work conducted by UNEP is already covered by the United Nations regular budget because the Secretary-General's request emphasized these activities, and, consistent with "The future we want", which calls for science to feature permanently in the programme of UNEP, 60 per cent of non-staff resources in the 2014–2015 regular budget allocation are dedicated to the subprogramme. The budget for the biennium 2014–2015 thus reflects an adequate increase in the United Nations regular budget for this purpose, including both staffing (Chief Scientist) and activities related to environmental assessment budgeted under the subprogramme *Environment under Review*. While the cost of the Global Environment Outlook process has been on the order of $8–$9 million, the regular budget for 2014–2015 dedicated to this work will enable a leveraging of the balance through the Environment Fund, especially for experts located in the regional offices, and other extrabudgetary funding;

(f) Strengthening responsiveness and accountability: in resolution 66/288, the General Assembly endorsed the emphasis on the need to strengthen UNEP responsiveness and accountability to Member States. While the programme of work will be financed by the Environment Fund, the strengthening of responsiveness and accountability requires a reinforcement of core operational support capacities for system-wide strategies for the environment, resource mobilization, legal services and partnerships, as budgeted for under programme support (see sect. V).

40. Based on the report by the Advisory Committee on Administrative and Budgetary Questions on the Secretary-General's proposal, and upon the advice of the fifth committee, the General Assembly approved 47 new positions and a revised increase for non-staff items, for a total of $34.9 million. By comparison, the amount requested by the Secretary-General, which was the basis for the programme of work and budget approved by the Governing Council in February 2013, was $47.7 million. The figures concerning regular budget allocations have therefore been adjusted in the present proposed revised programme and budget as compared to the programme of work and budget approved by the Governing Council in February 2013, and adjustments to the Environment Fund allocations, especially concerning staff, have also been made to enable the continuity of mission-critical capacities and the implementation of the programme of work. The subprogrammes and overall goals in the proposed revised programme and budget are identical to those in the programme and budget adopted by the Governing Council, but the expected results have been revised downward to reflect the reduction in resources.

2. Implications for the Environment Fund

41. Through the Committee of Permanent Representatives to UNEP, member States encouraged UNEP to move towards a budgeting methodology that would link resource requirements to the outputs of the programme of work. This implied a new approach for the biennium 2014–2015, aligning budgeting with the programme of work on the basis of an analysis of the relative workload and resource requirements of each output and expected accomplishment, aggregated at subprogramme level, rather than using the budget for the previous biennium, as had been done in the past. The Environment Fund budget allocation for the biennium 2014–2015 is intended to ensure that UNEP can supply the core deliverables of the programme of work.

42. The Environment Fund budget allocation, estimated at $110 million for 2014 and $135 million for 2015 ($245 million for the biennium) provides for a significantly higher impact in terms of outputs and more ambitious outcomes in terms of capacity-building and regional-level and national-level involvement. Staff costs for 2014–2015 are maintained at $122 million from the Environment Fund, in accordance with Governing Council decision 26/9. This budget therefore implies:

(a) A significant increase in the amount and the percentage of the budget available to finance activities from the Environment Fund. The proportion of post costs to non-post costs is therefore reversed in comparison with the budget for the biennium 2012–2013, with over 50 per cent of Environment Fund resources dedicated to activities, which represents the first such increase in the proportion of costs budgeted for activities from the Environment Fund since the mid-1990s. Measures have been developed to strategically focus staffing and other resources towards a decentralized delivery capacity, in particular at the regional offices;

(b) The amount from the Environment Fund allocated for staff costs in each subprogramme and each division does not represent a fixed percentage of the total, but is based on the requirements of each subprogramme to deliver the planned results as well as the relevant staffing made available from the regular budget of the United Nations. The subprogramme budgets are based on the resource requirements needed to deliver the outputs and expected accomplishments for each subprogramme and therefore differ from one subprogramme to another.

3. Global Environment Facility funding

43. While GEF funding is subject to approval by the GEF Council, the UNEP GEF-funded portfolio is increasingly integrated in UNEP strategic planning and contributes to the accomplishments of the subprogrammes, particularly those on climate change, ecosystem management and chemicals and waste. The current trend is towards cost-sharing for GEF-funded activities from the Environment Fund or other extrabudgetary resources. The project review and acceptance process for GEF-funded projects is being harmonized with the processes for UNEP projects financed from other sources. Instead of treating the GEF-funded portfolio separately from the main programme of work, as had been done in the past, the programme of work for the biennium 2014–2015 for the first time integrates it fully, while respecting GEF-specific criteria, procedures and the GEF review and approval process for funding.

44. UNEP reports to the GEF Council on all matters related to the GEF grants that the organization handles on behalf of countries and recipients. In order to capture the important synergy and complementarity between GEF and UNEP activities and to show the true level of effort undertaken by UNEP to assist countries at the local, national, regional and global levels to leverage GEF financing, the programme of work 2014–2015 will, for the first time, provide budgetary information regarding the UNEP GEF portfolio. Table 1 shows the budget for approved GEF projects and fees that will be recorded in UNEP financial records for the biennium, which is based on an average of expenditures over the past three bienniums ($104 million in grants) and a fee for reimbursement of services using the expected new fee system ($10 million), totalling a budget of some $114 million for the biennium. Of the total GEF budget, 18 per cent is expected to come from the GEF Least Developed Countries Fund and the Special Climate Change Fund,[7] totalling $21 million. The balance (excluding project fees) amounting to some $93 million, is expected to come from the main GEF Trust Fund. GEF project grants are disbursed by UNEP to the final recipient.

45. The data from financial records does not demonstrate fully the level of effort exerted in leveraging GEF grants. The GEF portfolio, as recorded at the time of final approval and endorsement by the GEF Council, has averaged $75 million per year in project approvals over the previous three bienniums. It is assumed that GEF donors will commit the full amount of resources they pledged to the

[7] For more information on the funds, see www.thegef.org/gef/2511.

fifth operational phase of GEF ($4.2 billion) and that the UNEP pipeline of concepts in 2013 will be similar to its six-year prior average.

4. Other trust funds and extrabudgetary contributions

46. Funding from other trust funds and sources of earmarked funding is particularly difficult to predict in the current financial context. Although the past trend has been for actual extrabugetary contributions to UNEP to exceed planned budgets, a number of major contributors to UNEP have recently decided to move towards an "all core" or "essentially core" policy. Such a move is consistent with the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan Partnership for Effective Development Cooperation, which emphasize the cost-effectiveness of non-earmarked development funding. The move of donor contributions to non-earmarked funding is an especially important factor in times of financial constraint. Following a review of funding prospects from these sources for each subprogramme based on a detailed assessment of donor intentions for trust funds established under each subprogramme, as well as cross-cutting donor-specific trust funds, a realistic budget for the biennium is estimated at $202 million. In the last three months of 2013, UNEP signed agreements for new contributions to trust funds for an amount exceeding $130 million, spread over a number of years.

47. The intention is to use extrabudgetary funding budget to leverage greater transformational change than would be possible with UNEP core resources. Extrabudgetary funding would therefore be used to extend UNEP reach above its capacity to deliver in terms of the Environment Fund. Extrabudgetary resources will therefore leverage greater involvement of strategic and investment partners to further enhance the ability of UNEP to scale up the use of its products.

5. Accompanying measures

48. While member States have decided to enhance UNEP and improve its funding base, the UNEP secretariat will continue to implement efficiency and impact-enhancing measures as part of its continuing reform, including by:

(a) Measuring and enhancing UNEP value for money and business models;

(b) Establishing an environmental, social and economic safeguards policy, including a grievance mechanism and an updated gender policy and action plan;

(c) Implementing a corporate risk management policy and action plan;

(d) Implementing an open knowledge management policy and action plan, used by both staff within the organization and its interested external partners, capitalizing on existing platforms such as UNEP Live;

(e) Enhancing its programming and delivery capacity through standard procedures, information technology systems, improved legal instruments, training and other forms of capacity-building at both headquarters and regional offices. In this regard, in addition to its regular partnership with the United Nations Office at Nairobi on staff training, UNEP has recently signed an agreement with the United Nations System Staff College, focusing on training for results-based management and gender mainstreaming , that will be implemented during the biennium;

(f) In implementing the UNEP corporate cost recovery policy, taking fully into consideration the guidelines issued by the Controller of the United Nations Secretariat, with effect 1 January 2014, as well as the specific requirements of UNEP clients, while complying fully with the cost recovery principle;

(g) Continuing to implement, and further refine, the management measures approved with regard to partnerships and programme implementation. In this regard, the legal instruments for partnerships will be further improved in order both to reduce exposure to risk and to facilitate cooperation, and the partnership committee's capacity will be enhanced without incurring additional costs;

(h) Enhancing resource mobilization and donor partnership instruments, including for South-South cooperation and collaborative agreements with emerging economies. The South-South Expo hosted by UNEP in Nairobi in November 2013 demonstrated the potential of the organization in this regard, and a specific unit and programme will now help to foster South-South and triangular cooperation. Recent examples include the signature of agreements for approximately $6 million each with China and Brazil focusing on South-South cooperation and an agreement for $4 million with Iraq focusing on the UNEP programme in that country;

(i) Reviewing and enhancing UNEP agreements with United Nations system service providers aimed at improving efficiency. Recent examples include the signing of memorandums of understanding with the United Nations Office for Project Services, which resulted in increased use of the service provider and consequent efficiency gains, and of an agreement with United Nations Volunteers with highly promising prospects for the engagement of young people in environmental outreach projects and the use of United Nations online volunteers, contributing to the efficiency and cost effectiveness of the organization;

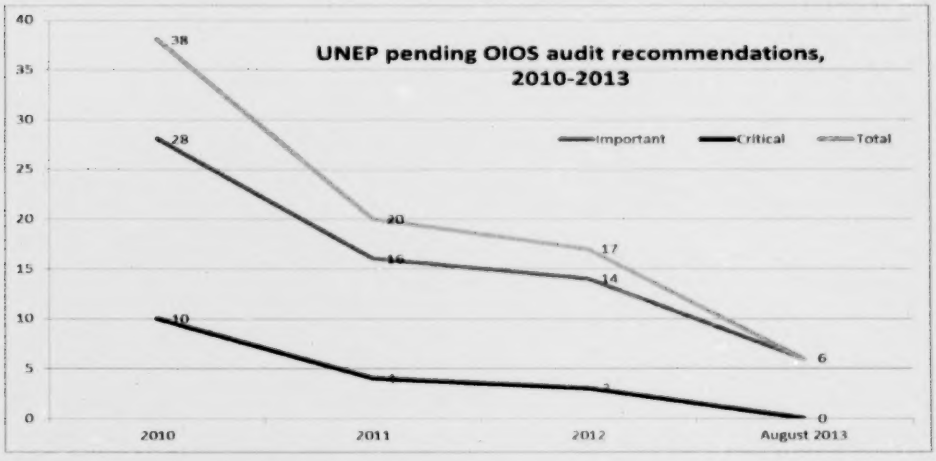
(j) Preparing through training and other measures for the transition to the more broadly recognized International Public Sector Accounting Standards (IPSAS);

(k) Managing the transition to the new United Nations enterprise resource planning system, Umoja, which UNEP will begin to employ in the second half of 2014. Preparatory exercises to ensure the readiness of UNEP for this transition, combined with the introduction of IPSAS, has involved intense work, which will continue through the biennium with multiple benefits. For example, legacy systems are being reviewed with the intention of phasing them out, and an intense project cleanup process has led in 2013 to the closure of over 750 inactive projects and two trust funds, with more closures to come; in addition, a complete mapping of roles and functions in the programming and operational areas is being completed and will lead to gains in efficiency;

(l) Strengthening its monitoring and evaluation of in-house capacity. UNEP has for example set up an online reporting and monitoring system for all delegations of authority issued by the Executive Director to his managers, doing away with paper-based quarterly reports;

(m) Establishing a set of environmental, social and economic safeguards, including a grievance mechanism covering all unit activities and operating in accordance with a corporate policy, guidelines and strategy;

(n) Finally, continuing to strive to reduce its exposure to risk by strictly adhering to its commitments vis-a-vis oversight and audit bodies. The graph below illustrates that UNEP compliance with recommendations of the United Nations Office of Internal Oversight Services has improved significantly in recent years.



49. These measures are also included in the support functions of individual UNEP subprogrammes and divisions but are budgeted for primarily as part of the UNEP operations strategy (see sect. V).

6. Overall budget

50. In summary, the budget for the biennium 2014–2015 is underpinned by a strategic analysis that was guided by the priorities of member States priorities and takes into account the outcomes of Rio+20. The proposal for the use of the regular budget of the United Nations emphasizes the need for a core set of functions to be covered on a sustainable basis. Those core functions include leadership and servicing of the governing bodies; regional directors and their core staff; South-South cooperation; keeping the environment under review; and the relationship of UNEP with major groups and stakeholders.

51. A hierarchy of priority levels is reflected in the proposed breakdown by source of funding. Under the proposed scenario, the regular budget of the United Nations covers the core secretariat functions, which are of the highest priority; the Environment Fund covers the most important activities of the UNEP programme of work; and the trust funds and extrabudgetary funding cover those activities in the programme of work that are dependent on further funding by donors (with the exception of trust funds for multilateral environmental agreement secretariats, which are themselves of the highest priority but for which funding hierarchy is contingent on decisions adopted by the parties to the agreements and is not currently included in the UNEP programme of work).

52. The budget for 2014–2015 foresees a progressive increase in the 2014–2015 Environment Fund targets ($110 million in 2014 and $135 million in 2015) and an increase to $35 million from the regular budget of the United Nations to take into account the decisions of the General Assembly. The projected income from extrabudgetary sources takes into account the considerable pressure on public funding at this time. Owing to a combination of reduced income from trust funds and savings through efficiency enhancement measures, programme support costs have also been significantly reduced to a total of $23 million. These costs result in a proposed revised budget for 2014–2015of $619 million, which is $12.7 million less than the budget approved by the Governing Council at its twenty-seventh session. This amount includes funding provided by the Global Environment Facility but not funding provided by the Multilateral Fund for the Implementation of the Montreal Protocol.

53. Since only a first of the Secretary-General's request for the allocation of United Nations regular budget resources to UNEP has been approved, the overall allocation, as well as part of the breakdown of the Environment Fund, has been revised to ensure that mission-critical core functions not funded under the United Nations regular budget are covered by the Environment Fund, that budget allocations across other funding sources, subprogramme and divisional budgets are adequate and that expected outputs and accomplishments are adjusted accordingly

54. Table 1 shows the proposed revised budget for the biennium 2014–2015, comparing it with 2012–2013 and showing post and non-post costs.

Table 1
Resource projections by funding category

		Resources (thousands of United States dollars)			*Posts*		
	Category	*2012–2013*	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A.	Environment Fund[a]						
	Post	122 310	(310)	122 000	**473**	**(11)**	**462**
	Non-post	62 287	48 213	110 500			
	Fund programme reserve	6 365	6 135	12 500			
	Subtotal A	**190 962**	**54 038**	**245 000**	**473**	**(11)**	**462**
B.	Trust and earmarked funds[b, c]						
	Trust and earmarked funds	242 097	(40 097)	202 000	173	**(28)**	145
	Subtotal B	**242 097**	**(40 097)**	**202 000**	**173**	**(28)**	**145**
C.	GEF trust funds						
	GEF trust funds	143 000	(29 100)	113 900	79	(22)	57
	Subtotal C	**143 000**	**(29 100)**	**113 900**	**79**	**(22)**	**57**
D.	Programme support costs						
	Programme support costs	28 183	(4 983)	23 200	72	(3)	69
	Subtotal D	**28 183**	**(4 983)**	**23 200**	**72**	**(3)**	**69**
E.	Regular budget[d]						
	Post	13 242	17 591	30 833	48	47	95
	Non-post	1 010	3 122	4 132	–	–	–
	Subtotal E	**14 252**	**20 712**	**34 964**	**48**	**47**	**95**
	Total (A+B+C+D+E)	**618 495**	**570**	**619 064**	**845**	**(17)**	**828**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] Environment Fund breakdown:

2014	2015	**Total**
110 000	135 000	**245 000**

[b] The trust funds and earmarked contributions shown pertain exclusively to UNEP and exclude funds pertaining to multilateral environmental agreements administered by UNEP. Programme support costs retained by UNEP in respect of the multilateral environmental agreements are included.

[c] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

[d] The General Assembly approved $34.96 million from the United Nations regular budget for the biennium 2014–2015. The Environment Fund budget figures remain the same as approved by the Governing Council for reference purposes because they were planning figures. Indicator targets, however, have been adjusted for relevant subprogrammes.

Table 2
Resource projections by budget component

	Resources (thousands of United States dollars)											
	Environment Fund		*Trust and earmarked fund*[a,b]		*GEF trust funds*[c]		*Programme support cost*[d]		*Regular budget*		*Grand Total*	
	2012–2013	*2014-2015*	*2012–2013*	*2014-2015*	*2012–2013*	*2014-2015*	*2012-2013*	*2014–2015*	*2012-2013*	*2014–2015*	*2012–2013*	*2014–2015*
A. Policymaking organs	–	–	–	–	–	–	–	–	78	80	78	80
B. 1. Executive Direction and Management	9 041	8 794	212	–	–	–	-	306	3 415	6 069	12 669	15 168
2. UNSCEAR	–	–	–	–	–	–	–	–	1 604	1 624	1 604	1 624
Subtotal A+B	**9 041**	**8 794**	**212**	-	-	-	-	**306**	**5 098**	**7 773**	**14 352**	**16 872**
C. Programme of work												
1. Climate change	30 788	39 510	50 838	46 527	30 438	31 892	1 020	1 628	1 074	3 105	114 157	122 662
2. Disasters and conflicts	10 454	17 886	39 233	22 185	–	–	1 752	991	490	2 166	51 929	43 229
3. Ecosystem management	36 226	36 831	28 326	35 213	87 918	66 062	1 205	1 498	1 957	4 012	155 632	143 616
4. Environmental governance	41 622	21 895	39 077	27 346	-	-	1 426	998	3 512	6 512	85 638	56 751
5. Chemicals and wastes	19 543	31 175	39 960	31 401	24 644	10 251	637	1 099	449	2 503	85 233	76 430
6. Resource efficiency	26 867	45 329	44 452	28 101	–	–	884	983	456	2 847	72 658	77 260
7. Environment under review	–	16 768	–	11 227	–	5 695	–	410	–	4 033	–	38 133
Subtotal C	165 500	209 394	241 885	202 000	143 000	113 900	6 924	7 607	7 937	25 178.3	565 246	558 080
D. Fund programme reserve	6 365	12 500	–	–	–	–	–	–	–	–	6 365	12 500
Subtotal C+D	171 866	221 894	241 885	202 000	143 000	113 900	6 924	7 607	7 937	25 178	571 612	570 580
E. Programme management and support												
Programme support	7 497	7 087	–	–	–	–	15 152	12 858	1 217	2 013	23 866	21 959
Others (Training, IPSAS, Umoja, etc.)	–	1 575	–	–	–	–	–	2 429	–	–	–	4 004

	Resources (thousands of United States dollars)											
	Environment Fund		*Trust and earmarked fund*[a,b]		*GEF trust funds*[c]		*Programme support cost*[d]		*Regular budget*		*Grand Total*	
	2012–2013	*2014-2015*	*2012–2013*	*2014-2015*	*2012–2013*	*2014-2015*	*2012-2013*	*2014–2015*	*2012-2013*	*2014–2015*	*2012–2013*	*2014–2015*
Reimbursement of services[e]	2 558	5 650	–	–	–	–	6 108	–	–	–	8 666	5 650
Subtotal E	**10 055**	**14 312**	–	–	–	–	**21 260**	**15 287**	**1 217**	**2 013**	**32 532**	**31 613**
Grand total (A+B+C+D+E)	190 962	245 000	242 097	202 000	143 000	113 900	28 183	23 200	14 252	34 964	618 495	619 064

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The trust funds and earmarked contributions shown pertain exclusively to UNEP and exclude funds pertaining to multilateral environmental agreements administered by UNEP. Programme support costs retained by UNEP in respect of the multilateral environmental agreements are included.

[b] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

[c] For the biennium 2014–2015, the GEF budget is the amount for delivery for the biennium, rather than the approval amount as was the case with the previous biennium.

[d] The programme support costs indicated in the programme of work reflect UNEP efforts to apply a more rigorous cost recovery policy. Overall, the programme support budget is lower than in the previous biennium, reflecting efficiency gains, discounted by one-time investments in Umoja and IPSAS transition, as well as a provision for past liabilities concerning after service health insurance, under IPSAS.

[e] "Reimbursement of services" covers, in particular, complementing the regular budget allocation to the United Nations Office at Nairobi for initiative services as well as services provided by the United Nations Office at Geneva ($1.1 million) and the Economic and Social Council for Asia and the Pacific ($82,000), along with reimbursement for support services by other entities. It does not include payments to the United Nations Office at Nairobi for office rent or conference services, which are charged separately.

Table 3
Estimated distribution of posts by grade and source of funds

2012–2013	*USG/ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total Prof*	*LL*	*Total*
Regular budget	1	3	1	8	11	5	2	31	17	48
Environment Fund	1	5	33	57	89	59	22	266	207	473
Trust fund support	–	–	1	5	4	18	2	30	42	72
Trust funds and earmarked contributions[a]	–	–	4	12	33	44	45	138	35	173
GEF trust funds (including the Scientific and Technical Advisory Panel (STAP))	-	1	-	6	25	20	-	52	27	79
Total	**2**	**9**	**39**	**88**	**162**	**146**	**71**	**517**	**328**	**845**

2014–2015	*USG/ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total Professional*	*LL*	*Total*
Regular budget	2	4	11	25	26	7	2	77	18	95
Environment Fund	1	2	24	59	89	59	22	256	206	462
Trust fund support	–	–	1	4	13	14	2	34	35	69
Trust funds and earmarked contributions[a]	–	–	3	8	24	36	46	117	28	145
GEF trust funds (including STAP)	–	1	-	6	18	11	–	36	21	57
Total	**3**	**7**	**39**	**102**	**170**	**127**	**72**	**520**	**308**	**828**

Changes	*USG/ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Total P*	*LL*	*Total*
Regular budget	1	1	10	17	15	2	–	46	1	47
Environment fund	–	(3)	(9)	2	–	–	–	(10)	(1)	(11)
Trust fund support	–	–	–	(1)	9	(4)	–	4	(7)	(3)
Trust funds and earmarked contributions[a]	–	–	(1)	(4)	(9)	(8)	1	(21)	(7)	(28)
GEF trust funds (including STAP)	–	–	–	–	(7)	(9)	–	(16)	(6)	(22)
Total	**1**	**(2)**	**-**	**14**	**8**	**(19)**	**1**	**3**	**(20)**	**(17)**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

Abbreviations: ASG, Assistant Secretary-General; USG, Under Secretary-General.

[a] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

III. Policymaking organs

55. The United Nations Environment Assembly of the United Nations Environment Programme is the policymaking organ of UNEP. It has one principal subsidiary organ, the Committee of Permanent Representatives. The Governing Council, at its first session following the establishment of universal membership of UNEP, in February 2013, was expected to adopt a decision on new rules of procedure for the governing bodies of UNEP. Had such a decision been adopted the Secretary-General's budget request to the General Assembly would have taken into account any budgetary implications of such rules of procedure. In the event, adoption of the decision on rules of procedure was postponed to the first session of the Environment Assembly, and as a result the Secretary-General was not in a position to submit a corresponding budget request to the General Assembly. A supplementary budget submission to the General Assembly may therefore be required to cover any enhancements that are agreed upon. The Controller's office at United Nations Headquarters is aware of this and, in an oral statement to the Second Committee at its session of 6 December 2012, mentioned the need to cater to such requirements eventually through a supplementary budget submission.

56. The Global Major Groups and Stakeholder Forum, while not a policy-making organ, supports Governments in their policy forums by providing input on the issues under discussion. The Forum has met annually in conjunction with the sessions of the UNEP Governing Council/Global Ministerial Environment Forum to allow major groups and stakeholders to discuss their input to the sessions of the Council/Forum and to ensure that their input is of a high quality that influences the outcomes of the Council/Forum sessions. The United Nations Commission on Sustainable Development in June 2012 called for UNEP to explore new mechanisms for providing adequate space for the participation of civil society and major groups. Accordingly, the format and composition of the Global Major Groups and Stakeholders Forum was adjusted to take into account the open-ended meeting of the Committee of Permanent Representatives in March 2014 and will be further adjusted following the deliberations of the Environment Assembly at its first meeting, in June 2014.

Table 4
Resource projection by category: policymaking organs

	Resources (thousands of United States dollars)			*Posts*		
Category	*2012–2013*	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
Regular budget						
Post	–	–	–	–	–	–
Non-post	78.4	1.4	79.8	–	–	–
Total	**78.4**	**1.4**	**79.8**	**0**	**0**	**0**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

IV. Executive direction and management

57. Executive direction and management of UNEP is carried out by the Executive Office, the Secretariat of the Governing Bodies and the independent Evaluation Office. The relevant budget component under section 14 of the United Nations programme budget for 2012–2013 also includes the secretariat for UNSCEAR.[8] Resource details pertaining to UNSCEAR are included in the UNEP programme of work.

58. The Executive Office includes, and provides executive and support services to, the Executive Director, the Deputy Executive Director and other members of UNEP senior management, including through guidance and policy clearance of all programmatic and administrative matters. The Executive Director, with the support of the Deputy Executive Director, provides the vision and direction for the work of UNEP in accordance with its legislative mandates and has overall responsibility for the management of UNEP resources. In line with the compact between the Executive Director and the Secretary-General of the United Nations, the Executive Director is therefore responsible for the overall leadership that guides UNEP strategic planning and ensures that all UNEP work is geared to achieving targeted results.

59. As part of the leadership function, the Executive Director has overall responsibility within the United Nations system for providing guidance on environmental policy that takes into account

[8] A/64/6 (Sect. 14).

assessments of the causes and effects of environmental change and identified emerging issues and catalysing international action to bring about a coordinated response within the United Nations system and with other partners. The Office for Policy and Inter-Agency Affairs has been subsumed into the Executive Office to increase efficiency in the way that UNEP provides guidance and policy support within the United Nations system. The intention is to ensure that UNEP takes a more strategic approach to engaging with the family of United Nations entities and system-wide processes, such as the Environmental Management Group and processes conducted through the Chief Executives Board and its subsidiary bodies. The integration of the priorities of MEAs in these processes will be a key consideration in UNEP efforts to bring about coordinated responses to environmental issues within the United Nations system. Another important consideration will be maximizing the extent to which UNEP can build capacity and support the transfer of technology and know-how.

60. During the implementation of the UNEP strategic plans, essentially the medium-term strategy and the programme of work, the Executive Director is responsible for ensuring management attention is placed on areas identified during the monitoring of UNEP programme performance, audits, investigations and evaluations as needing action to improve performance and accountability.

61. While ensuring that accountability for delivery of results is at the forefront of performance management, the Executive Office is also responsible for developing and facilitating consultations with Governments, including through permanent missions accredited to UNEP in Nairobi, and fulfilling the responsibility of UNEP as a GEF implementing agency. The Secretariat of Governing Bodies provides secretariat support to the Environment Assembly and its subsidiary bodies, such as the Committee of Permanent Representatives, and serves as the main interface for external relations with representatives of UNEP governing bodies. It provides substantive, technical and procedural support to, and facilitates the deliberations of, Governments and other external partners at sessions of the Assembly (as it did previously for the sessions of the Council/Forum), at meetings of its subsidiary bodies and intersessionally.

62. The Evaluation Office falls within the purview of executive direction and management in recognition of its independence from the rest of the programme and the importance attached to using evaluation findings to improve UNEP planning and performance. Given its independence from the rest of the programme, it reports directly to the Executive Director of UNEP. It evaluates the extent to which UNEP has achieved its planned results set out in the medium-term strategy and the programme of work and coordinates UNEP activities related to the Joint Inspection Unit. Based on evaluation findings, it provides policy advice for improved programme planning and implementation. Its findings are communicated through the Executive Director to the Committee of Permanent Representatives and the Environment Assembly in accordance with the UNEP evaluation policy.

63. The table below provides the objectives for UNEP executive direction and management, the expected accomplishments and associated indicators of achievement. The expected accomplishments focus on the leadership in the organization in global environmental agenda setting. This includes ensuring first that UNEP work is customer-focused and therefore relevant to its United Nations partners and member States. UNEP will show its leadership in promoting coherence on environmental issues in the United Nations system, a building block for global environmental agenda setting. Leveraging impact through partnerships and coordinated approaches in the United Nations system is one of the main pillars of the medium-term. The expected accomplishments will also focus on strengthening the scientific basis of UNEP activities to ensure credibility as it works towards global environmental agenda-setting and a stronger science-policy interface. With human resources as a main foundation of any organization, the expected accomplishments also focus on efficiencies and effectiveness in human resource management. Finally, with the Evaluation Office working independently and reporting directly to the Executive Director, the table provides the expected accomplishments and indicators of achievement that show how UNEP will adopt a structured approach to the use of evaluation findings.

64. Regional directors report directly to the Deputy Executive Director, thus strengthening the organization's emphasis on regional approaches, attention to specific country and regional demands and delivery of its services. A key aim is to maximize the extent to which UNEP can build capacity, share scientific data and support the transfer of technology and know-how. The regional offices contribute directly to the design and implementation of the programme of work across all subprogrammes. They are therefore key in facilitating UNEP engagement in inter-agency mechanisms at the regional and national levels and in promoting South-South cooperation in UNEP programmes. The UNEP Regional Support Office was established in 2013, reports directly to the Deputy Executive Director and provides corporate support to the regional offices in areas such as governance, policy, programme and outreach and interregional coordination and cooperation.

65. Section A below shows the objectives for UNEP executive direction and management along with expected accomplishments and indicators of achievement. The expected accomplishments focus on the leadership in the organization in global environmental agenda setting. This includes ensuring first that UNEP work is customer-focused and therefore relevant to its United Nations partners and member States. UNEP will show its leadership in promoting coherence on environmental issues in the United Nations system, which constitutes a building block for global environmental agenda setting. Leveraging impact through partnerships and coordinated approaches in the United Nations system is a main pillar of the medium-term strategy. The expected accomplishments will also focus on strengthening the scientific basis of UNEP work to enable the organization to ensure credibility as it works towards global environmental agenda-setting and a stronger science-policy interface. With human resources as a main foundation of any organization, the expected accomplishments also focus on efficiency and effectiveness in human resource management. Finally, with the Evaluation Office working independently and reporting directly to the Executive Director, the table provides the expected accomplishments and indicators of achievement that show how UNEP will have a structured approach to the use of evaluation findings.

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures for the Executive Office

Objective: To provide leadership in global environmental agenda-setting, to implement legislative mandates of the United Nations Environment Programme and the General Assembly, to ensure coherent delivery of the programme of work and to ensure that the management of human resources is in accordance with United Nations policies and procedures

Expected accomplishments	Indicators of achievement[9]
(a) Delivery by UNEP of programmes and products that are considered relevant by Governments and partners in the United Nations system on environmental issues	(a) Percentage of surveyed UNEP partners in Government and in the United Nations system that rate the relevance of UNEP products and programmes as satisfactory *Performance measures:* Estimate 2012–2013: n/a Target 2014–2015: 65 per cent
(b) Promotion by UNEP of greater coherence and complementarities within the United Nations system on environmental issues	(b) Number of subjects of global environmental concern on which the United Nations system is undertaking joint actions as a result of UNEP engagement *Performance measures:* Estimate 2012–2013: 6 Target 2014–2015: 9 (6 from 2012–2013 plus an additional 3 in 2014–2015)
(c) Strengthened use of credible and coherent science at the science-policy interface	(c) Increased number of initiatives targeted at strengthening the science-policy interface for which UNEP can demonstrate positive outcomes *Performance measures:* Estimate 2012–2013: n/a Target 2014–2015: 3
(d) Strengthened accountability of UNEP towards a results-based organization	(d) Percentage of accepted audit and investigation recommendations on UNEP performance that are acted upon *Performance measures:* Estimate 2012–2013: 80 per cent Target 2014–2015: 85 per cent

[9] Indicators of achievement are used to measure the extent to which expected accomplishments have been achieved. Indicators correspond to the expected accomplishment for which they are used to measure performance. One expected accomplishment can have multiple indicators (OIOS 2010: www.un.org/Depts/oios/mecd/mecd_glossary/documents/logical_category.htm).

(e) Geographical representativeness and gender balance of staff ensured	(e) (i) Percentage of women appointed to senior level posts in the Professional and management categories *Performance measures:* Average ratios of women at the P-4 level and above Estimate 2012–2013: 45 per cent Target 2014–2015: 45 per cent (ii) Percentage of personnel from underrepresented member States in posts in the Professional and management categories *Performance measures:* Percentage of posts in the Professional and management categories filled by under-represented countries Estimate 2012–2013: 15 per cent Target 2014–2015: 15 per cent
(f) Efficiency in staff recruitment maintained in line with the United Nations staff selection rules and regulations	(f) (i) Average number of days taken to fill a vacant extrabudgetary post (measured by the time between the announcement to the appointment) *Performance measures:* Days taken for recruitment, as measured by the Office of Human Resources Management tracking system Estimate 2012–2013: 180 days Target 2014–2015: 170 days (ii) Percentage of staff members recruited over the previous two years that achieve a rating of "successfully meets performance expectations" or "exceeds performance expectations" on their performance appraisal *Performance measures:* Percentage of staff members recruited over the previous two years that achieve a rating of 1 (exceeds performance expectations) or 2 (successfully meets performance expectations) in the performance appraisal system Estimate 2012–2013: n/a Target 2014–2015: 80 per cent
(g) Efficiency in the servicing of meetings of the governing bodies ensured	(g) (i) Percentage of UNEP-organized meetings of the Committee of Permanent Representatives and Governing Council for which member States receive the document four working days or more in advance of each meeting *Performance measures:* Estimate 2012–2013: n/a Target 2014–2015: 80 per cent
(h) Evaluations undertaken in accordance with the evaluation policy and plan and used to improve performance	(h) (i) Percentage of projects above $1,000,000 completed in the biennium that are independently evaluated *Performance measures:* Estimate 2012–2013: 100 per cent Target 2014–2015: 100 per cent

(ii) Percentage of evaluations providing a rating of "satisfactory" or above for quality

Performance measures:

Estimate 2012–2013: 70 per cent

Target 2014–2015: 70 per cent

(iii) Percentage of accepted evaluation recommendations implemented within the time frame defined in the implementation plan

Performance measures

Estimate 2012–2013: 70 per cent

Target 2014–2015: 70 per cent

Outputs

66. During the biennium 2014–2015, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Governing Council:

a. Substantive servicing of meetings. Thirteenth special session and twenty-eighth regular session in addition to the Bureau meetings of the Governing Council/Global Ministerial Environment Forum (6);

b. Parliamentary documentation. Reports to the Governing Council/Global Ministerial Environment Forum as required (20);

(ii) Committee of Permanent Representatives:

a. Substantive servicing of meetings. Preparatory meetings of the Committee, including its subcommittees, related to the thirteenth special session and the twenty-eighth regular session of the Council/Forum (30); regular meetings of the Committee (8);

b. Parliamentary documentation. Half-yearly and quarterly reports to the Committee (6);

(b) Administrative support services (regular budget/extrabudgetary): the UNEP human resource management strategy is under implementation and is geared towards using international best practices for staff recruitment and further developing in-house capacity for project management in the context of results-based management; progress is achieved towards a gender balance in the Professional and management categories; secretariat regulations and policies are put into practice to ensure a favourable working environment for all staff; training and learning programme to improve substantive, administrative and management skills that revolves around results-based management as a conceptual approach to deliver the UNEP programme of work is fully institutionalized;

(c) Internal oversight services (regular budget/extrabudgetary): one biennial evaluation report, four subprogramme evaluation reports and evaluations conducted for completed projects. Management will respond to corporate evaluations in writing;

(d) External and internal corporate functions for the GEF portfolio: two annual performance reports for the GEF Council, two annual monitoring reports for the GEF Council, compliance report to the GEF Council on fiduciary standards, at least five policy papers developed jointly with the GEF secretariat and partners, eight quarterly financial management reports, monthly communications to the GEF trustee, integration of GEF data into the UNEP biennial monitoring and evaluation reports, annual reconciliation of data with trustee or secretariat, and at least two lessons learnt/knowledge products; a well maintained and usable UNEP/GEF website and central database, and effective internal monitoring of compliance with all GEF and UNEP fiduciary and business standards.

Resource requirements

Table 5

Resource projections by funding category: executive direction and management

Category	*Resources (thousands of United States dollars)*			*Posts*		
	2012–2013	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A. Environment Fund						
Post	5 561	(1 453)	4 108	28	(8)	20
Non-post	3 481	1 205	4 686			
Subtotal A	**9 042**	**(248)**	**8 794**	**28**	**(8)**	**20**
B. Trust and earmarked funds[a]						
Trust and earmarked funds	212	(212)	–	–	–	–
Subtotal B	**212**	**(212)**	–	–	–	–
C. Programme support costs						
Programme support costs	–	306	306	–	1	1
Subtotal C	–	**306**	**306**	–	**1**	**1**
D. Regular budget						
Post	3 353	2 612	5 965	13	6	19
Non-post	62	42	104			
Subtotal D	**3 415**	**2 653**	**6 069**	**13**	**6**	**19**
Grand total (A+B+C+D)	**12 669**	**2 499**	**15 168**	**41**	**(1)**	**40**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

Table 6

Resource projections by organizational unit: executive direction and management

Category	*Resources (thousands of United States dollars)*			Posts		
	2012-2013	*Changes*	*2014–2015*	*2012-2013*	*Changes*	*2014–2015*
1. Executive Office						
(i) Environment Fund						
Post	3 032	428	3 460	15	–	15
Non-post	2 374	181	2 555			
(ii) Other funds[a]	2 225	2 530	4 755	9	5	14
Subtotal 1	**991**	**9 273**	**23 270**	**24**	**5**	**29**
2. Secretariat of Governing Bodies						
(i) Environment Fund						
Post	952	(952)	-	6	(6)	-
Non-post	714	526	1 240			
(ii) Other funds[a]	801	(249)	552	3	-	3
Subtotal 2	**2 468**	**(676)**	**1 792**	**9**	**(6)**	**3**
3. Evaluation Office						
(i) Environment Fund						
Post	660	(12)	648	4	1	5
Non-post	228	663	891			
(ii) Other funds[a]	601	466	1 068	1	2	3
Subtotal 3	**1 488**	**1 118**	**2 606**	**5**	**3**	**8**
4. Office for Policy and Inter-agency Affairs						
(i) Environment Fund		-				
Post	917	(917)	-	3	(3)	-
Non-post	164	(164)	-			
(ii) Other funds[a]		-	-		-	-
Subtotal 4	**1 081**	**(1 081)**	**-**	**3**	**(3)**	**-**
Total (1+2+3+4)	**12 457**	**8 634**	**27 668**	**41**	**(1)**	**40**
(i) Total Environment Fund	**15 407**	**5 887**	**21 294**	**28**	**(8)**	**20**
(ii) Total other funds[a]	**3 627**	**2 747**	**6 374**	**13**	**7**	**20**
Total	**19 034**	**8 634**	**27 668**	**41**	**(1)**	**40**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

V. Programme of work

67. The proposed programme of work for 2014–2015 results in total Environment Fund programme of work requirements of $209 million (excluding fund programme reserve), total trust fund and earmarked contribution requirements of $202 million, estimated requirements of $25 million from the regular budget of the United Nations and an estimated GEF budget of $114 million.

Table 7

Resource projections by fund category: programme total

	Resources (thousands of United States dollars)			*Posts*		
Category	*2012–2013*	*Changes*	*2014–2015*	*2012-2013*	*Changes*	*2014–2015*
A. Environment Fund						
Post	110 380	1 209	111 589	417	(3)	414
Non-post	55 121	42 685	97 805			
Subtotal A	**165 500**	**43 894**	**209 394**	**417**	**(3)**	**414**
B. Trust and earmarked funds[a]						
Trust and earmarked funds	241 885	(39 885)	202 000	173	(28)	145
Subtotal B	**241 885**	**(39 885)**	**202 000**	**173**	**(28)**	**145**
C. GEF trust funds						
GEF trust funds	143 000	(29 100)	113 900	79	(22)	57
Subtotal C	**143 000**	**(29 100)**	**113 900**	**79**	**(22)**	**57**
D. Programme support costs						
Programme support costs	6 924	683	7 607	33	1	34
Subtotal D	**6 924**	**683**	**7 607**	**33**	**1**	**34**
E. Regular budget						
Post	7 541	14 180	21 721	27	38	65
Non-post	396	3 061	3 458			
Subtotal E	**7 937**	**17 241**	**25 178**	**27**	**38**	**65**
Total (A+B+C+D+E)	**565 247**	**(7 167)**	**558 080**	**729**	**(14)**	**715**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

Table 8
Resource projections by component: programme total

Category	*Resources (thousands of United States dollars)*			*Posts*		
	2012–2013	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A. Climate change						
(i) Environment Fund						
Post	20 273	239	20 512	71	(1)	70
Non-post	10 515	8 484	18 999			
Subtotal	**30 788**	**8 723**	**39 510**	**71**	**(1)**	**70**
(ii) Other funds[a]	83 369	(218)	83 151	72	(9)	63
Subtotal A	**114 157**	**8 505**	**122 662**	**143**	**(10)**	**133**
B. Disasters and conflict						
(i) Environment Fund						
Post	7 178	3 315	10 493	26	14	40
Non-post	3 277	4 117	7 394			
Subtotal	**10 454**	**7 432**	**17 886**	**26**	**14**	**40**
(ii) Other funds[a]	41 475	(16 133)	25 342	26	(1)	25
Subtotal B	**51 929**	**(8 701)**	**43 229**	**52**	**13**	**65**
C. Ecosystems management						
(i) Environment Fund						
Post	24 284	(3 703)	20 581	95	(14)	81
Non-post	11 942	4 308	16 250			
Subtotal	**36 226**	**604**	**36 831**	**95**	**(14)**	**81**
(ii) Other funds[a]	119 406	(12 620)	106 785	81	(11)	70
Subtotal C	**155 632**	**(12 016)**	**143 616**	**176**	**(25)**	**151**
D. Environmental governance						
(i) Environment Fund						
Post	27 436	(14 496)	12 940	118	(63)	55
Non-post	14 187	(5 232)	8 955			
Subtotal	**41 622**	**(19 728)**	**21 895**	**118**	**(63)**	**55**
(ii) Other funds[a]	44 015	(9 159)	34 856	6	(2)	62
Subtotal D	**85 638**	**(28 887)**	**56 751**	**182**	**(65)**	**117**
E. Chemicals and waste						
(i) Environment Fund						
Post	13 128	2 040	15 169	53	(3)	50
Non-post	6 415	9 592	16 007			
Subtotal	**19 543**	**11 632**	**31 175**	**53**	**(3)**	**50**
(ii) Other funds[a]	65 690	(20 436)	45 254	31	-	31

Category	Resources (thousands of United States dollars)			Posts		
Subtotal E	**85 233**	**(8 803)**	**76 430**	**84**	**(3)**	**81**
F. Resource efficiency						
(i) Environment Fund						
Post	18 081	3 527	21 608	54	21	75
Non-post	8 786	14 936	23 721			
Subtotal	**26 867**	**18 463**	**45 329**	**54**	**21**	**75**
(ii) Other funds[a]	45 792	(13 861)	31 931	38	3	41
Subtotal F	**72 658**	**4 601**	**77 260**	**92**	**24**	**116**
G. Environment under Review						
(i) Environment Fund						
Post	–	10 288	10 288		43	43
Non-post	–	6 480	6 480			
Subtotal	–	**16 768**	**16 768**	–	**43**	**43**
(ii) Other funds[a]	–	21 366	21 366	–	9	9
Subtotal G	-	**38 133**	**38 133**	–	**52**	**52**
(i) Total Environment Fund	**165 500**	**43 894**	**209 394**	**417**	**(3)**	**414**
(ii) Total other funds[a]	**399 746**	**(51 061)**	**348 685**	**312**	**(11)**	**301**
Total	**565 247**	**(7 167)**	**558 080**	**729**	**(14)**	**715**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

Table 9
Resource projections by organizational unit: programme total

Organizational Unit	*Resources (thousands of United States dollars) 2012–2013*	*Changes*	*2014–2015*	*Posts 2012–2013*	*Changes*	*2014–2015*
A. DEWA						
(i) Environment Fund						
Post	17 483	(1 722)	15 761	69	(7)	62
Non-post	5 729	2 912	8 641			
Subtotal	**23 212**	**1 190**	**24 402**	**69**	**(7)**	**62**
(ii) Other funds[a]	17 142	7 723	24 866	14	(2)	12
Subtotal A	**40 355**	**8 913**	**49 268**	**83**	**(9)**	**74**
B. DELC						
(i) Environment Fund						
Post	11 511	(892)	10 619	47	(3)	44
Non-post	3 639	4 154	7 793			
Subtotal	**15 150**	**3 262**	**18 412**	**47**	**(3)**	**44**
(ii) Other funds[a]	9 109	12 741	21 851	18	6	24
Subtotal B	**24 260**	**16 003**	**40 263**	**65**	**3**	**68**
C. DEPI						
(i) Environment Fund						
Post	15 813	3 182	18 995	58	9	67
Non-post	7 270	11 825	19 095			
Subtotal	**23 083**	**15 007**	**38 090**	**58**	**9**	**67**
(ii) Other funds[a]	144 100	(10 889)	133 211	105	(8)	97
Subtotal C	**167 183**	**4 118**	**171 300**	**163**	**1**	**164**
D. DTIE						
(i) Environment Fund						
Post	25 419	2 177	27 596	74	7	81
Non-post	13 083	27 212	40 295			
Subtotal	**38 501**	**29 389**	**67 891**	**74**	**7**	**81**
(ii) Other funds[a]	181 612	(56 146)	125 466	110	(8)	102
Subtotal D	**220 113**	**(26 757)**	**193 356**	**184**	**(1)**	**183**
E. Regional offices, regional office support and major groups and stakeholders[b]						
(i) Environment Fund						
Post	33 232	(924)	32 308	139	(8)	131
Non-post	21 338	(6 957)	14 381			
Subtotal	**54 570**	**(7 881)**	**46 689**	**139**	**(8)**	**131**
(ii) Other funds[a]	45 449	(11 667)	33 781	56	–	56
Subtotal E	**100 019**	**(19 549)**	**80 470**	**195**	**(8)**	**187**

Organizational Unit	Resources (thousands of United States dollars) 2012–2013	Changes	2014–2015	Posts 2012–2013	Changes	2014–2015
F. DCPI						
(i) Environment Fund						
Post	6 922	(612)	6 310	30	(1)	29
Non-post	4 061	3 539	7 601			
Subtotal	**10 983**	**2 928**	**13 911**	**30**	**(1)**	**29**
(ii) Other funds[a]	2 334	7 177	9 511	9	1	10
Subtotal F	**13 317**	**10 105**	**23 422**	**39**	**–**	**39**
Total (A+B+C+D+E+F)	**565 246**	**(7 167)**	**558 080**	**729**	**(14)**	**715**
(i) Total Environment Fund	**165 500**	**43 894**	**209 394**	**417**	**(3)**	**414**
(ii) Total other funds[a]	**399 746**	**(51 061)**	**348 686**	**312**	**(11)**	**301**
Total	**565 247**	**(7 167)**	**558 080**	**729**	**(14)**	**715**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

[b] For purposes comparison with the previous biennium budget, section E comprises the regional and liaison offices, the Regional Support Office and the Major Groups and Stakeholders Unit, although the latter now reports to the Secretary of the Governing Bodies; the budget breakdown is approximately 85 per cent regional and liaison offices, 10 per cent Regional Support Office and 5 per cent Major Groups and Stakeholders Unit.

Subprogramme narratives

Subprogramme 1
Climate change

Objective

To strengthen the ability of countries to move towards climate-resilient and low-emission pathways for sustainable development and human well-being.

Strategy

Responsibility for the coordination of the subprogramme on climate change rests with the Director of the Division of Technology, Industry and Economics. The subprogramme aims to help countries build "readiness" and create enabling environments for scaled-up climate investments to move towards climate-resilient and low-emission pathways for sustainable development by:

(a) Promoting the development and use of climate research and science for policymaking and informing the climate change negotiation process;

(b) Helping to facilitate access to finance for climate resilience, energy efficiency and renewable energy technologies;

(c) Fostering climate change outreach, awareness and education activities;

(d) Supporting the development and implementation of policies, plans and climate actions in countries in the form of pilot projects that can be scaled up through partner organizations;

(e) Sharing lessons learned through networks and outreach;

(f) Supporting the continuing process in the context of the United Nations Framework Convention on Climate Change and the implementation of country commitments arising from that process.

UNEP will seek a regional balance in the delivery of the subprogramme taking into consideration key vulnerabilities to climate change as well as needs and demands expressed by countries. UNEP intends to complement the work of the Framework Convention on Climate Change and the climate change programme is shaped by the discussions of and decisions adopted by the Conference of the Parties to the Convention. All UNEP climate change work will be based on and guided by sound science. Strengthening the capacity of countries to respond to the climate change challenge is a key element of the support provided by UNEP through the three expected accomplishments. Outreach will foster greater understanding of climate change among different audiences, ensuring that they have access to clear and understandable climate change information, lessons learned and successful project examples. UNEP will work through partnerships with key actors such as the Framework Convention on Climate Change secretariat, Food and Agriculture FAO, GEF, International Fund for Agricultural Development, Intergovernmental Panel on Climate Change, the secretariats of relevant MEAs, United Nations Development Programme, the United Nations Industrial Development Organization, the World Bank, the World Conservation Union, the World Meteorological Organization, the Adaptation Framework Committee, the Green Climate Fund, the private sector, intergovernmental and non-governmental organizations, research institutes, national institutions as well as in coordination with relevant conventions (i.e., Convention on Biological Diversity, Convention on Wetlands of International Importance, Especially as Waterfowl Habitat (the Ramsar Convention), the regional seas conventions) to catalyse support for countries, upon request, to move to climate-resilient and low-emission pathways for sustainable development and human well-being as follows:

(a) UNEP will provide support to countries to reduce their vulnerability and strengthen their resilience to the impacts of climate change by developing national institutional capacities and by supporting national efforts to incorporate a primarily ecosystem-based adaptation approach into country development planning and policymaking. To that end, UNEP will conduct vulnerability and impact assessments; deliver economic analyses of climate change impacts and adaptation options; develop scientific and policy-related information; identify best practices; provide adaptation planning and policy development support; facilitate countries' access to finance; and strengthen its outreach to foster a greater understanding of the issues. Efforts will be made to ensure the ecosystem-based approach takes into account biodiversity considerations, including Aichi Biodiversity Target 10, in consultation with the secretariats of the biodiversity-related MEAs. Pilot demonstrations that accelerate learning in reducing vulnerability to climate change will be used, with a view to scaling up successful approaches through partnerships in order to leverage impact. UNEP will also assist countries to meet their national climate change adaptation planning and reporting obligations under the Framework Convention on Climate Change. The scientific work will complement the work of the Intergovernmental Panel on Climate Change and UNEP will continue to support the development of the Panel's assessments and special reports, and their outreach activities. While the main focus of the UNEP adaptation programme remains ecosystem-based adaptation, it is important to note that ecosystem-based adaptation is often most usefully applied as an integral component of a broad range of adaptation

strategies. UNEP will therefore engage with partners working on a full range of adaptation approaches, particularly with other organizations that have complementary areas of expertise. UNEP will ensure environmentally sound adaptation approaches throughout its programme;

(b) UNEP will facilitate the move to low-emission development pathways and a green economy in the context of sustainable development and poverty eradication by helping countries to overcome the various financial, institutional and regulatory barriers to the uptake of renewable energy technologies and the adoption of energy efficiency measures in sectors such as transport, building, manufacturing and appliances. UNEP will do so by building technical skills and knowledge about policy options in the clean energy sector and helping countries to develop mechanisms, strategies, actions and policies that ease the costs and risks for financial actors in new climate change mitigation investments. This will be achieved by strengthening the scientific basis for informed decision-making, conducting technology and resource assessments; sharing knowledge about technology and policy options; supporting mitigation planning and policy development; facilitating access to finance and working with innovative financing mechanisms; building readiness to deploy funding effectively; and strengthening outreach to enable access to relevant climate change information. UNEP will also assist countries in their climate change mitigation planning and reporting obligations under the Framework Convention on Climate Change;

(c) Finally, in support of the Cancun Agreements, which represent a comprehensive package of decisions adopted by the Conference of the Parties to the Framework Convention on Climate Change at its sixteenth session and the Conference of the Parties serving as the Meeting of the Parties to the Kyoto Protocol at its sixth session to reduce greenhouse gas emissions and to help developing country parties cope with climate change, UNEP will work with UNDP and FAO, through the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD programme), and with other partners. UNEP will also work in coordination with relevant conventions, including the biodiversity-related convention secretariats (e.g., Convention on Biological Diversity, Convention on the Conservation of Migratory Species of Wild Animals, Ramsar Convention) across the three major forested regions of the world to support the development of national strategies and finance approaches on reducing emissions from deforestation and forest degradation in developing countries and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries (REDD-plus). The UN-REDD programme is a collaborative partnership of FAO, UNDP and UNEP with the objective of supporting countries on the implementation of REDD-plus. The work is divided among the agencies based on comparative advantages and, as such, UNEP focuses on work related to REDD-plus, ecosystem services, biodiversity and the green economy. UNEP work on REDD-plus is aimed at reducing emissions from deforestation and forest degradation by generating funding that can be used by communities to improve the sustainable management of forests, strengthen the role of conservation, shift the forest sector to alternative development pathways, and support the conservation of biological diversity and livelihoods. UNEP will, inter alia, provide support to high-level political dialogues relating to the Framework Convention on Climate Change and the Convention on Biological Diversity, provide support to stakeholders in achieving the Aichi biodiversity targets, and engage with the private sector to discuss REDD-plus as an instrument for climate change mitigation and adaptation, as well as sustainable development and biodiversity conservation. Strengthening the scientific basis for decision-making and improving outreach to target audiences will be key pillars of the strategy. At the national level, UNEP will support the development of national REDD-plus strategies and the implementation of readiness programmes, and develop tools and guidance on identifying and contributing to environmental and social safeguards.

External factors

The expected accomplishments and outputs of the subprogramme are in line with the Framework Convention on Climate Change negotiation priorities in the areas of independent, scientific information on bridging the gap to the "two-degree path", climate technology and finance, adaptation and reducing emissions from deforestation and forest degradation in developing countries (REDD). If priorities change, however, or if specific requests are received for UNEP support, then UNEP will reconsider its proposed activities. UNEP is following the climate negotiations closely and will continue to hold periodic coordination meetings with the secretariat of the Convention. UNEP is also following closely and providing support to the methodological work of the Intergovernmental Panel on Climate Change. Results of the Panel's assessments inform UNEP priorities within its climate change programme. The Division of Early Warning and Assessment is the focal division for interaction with the Panel and participates in all its plenary sessions. The Deputy Director of the secretariat for the Panel is a UNEP staff member and is responsible for ensuring close coordination between the two entities. In addition, UNEP staff members participate periodically in the Panel's work as authors or reviewers of Panel assessments and special reports and UNEP, and the Executive Director's spokesperson in particular provide support for outreach activities relating to the reports. All UNEP interventions involve working with and through partners. The political risks of changing country priorities owing to changes in Government will be addressed by working from the outset with different segments of society in a given country, including civil society and the private sector, to increase support and momentum for UNEP activities thereby safeguarding them from such changes. Economic risks include the global economic and financial crisis that the world is experiencing, which may impact the implementation capacity

of countries as well as the possibility to attract funding for the programme of work. Of specific relevance to UNEP mitigation activities are the prices of oil and carbon and mitigation technology costs, all three of which directly influence the political and financial ability of key actors in government and private sector to act. Innovative policy and finance instruments will build on trends and need to include some flexibility to address fluctuations.

Expected accomplishments	Indicators of achievement
(a) Ecosystem-based and supporting adaptation approaches implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts	(a) (i) Increase in the number of countries implementing ecosystem-based and other supporting adaptation approaches as a result of UNEP support *Unit of measure:* number of countries implementing ecosystem-based approaches and other approaches with UNEP support December 2011 (baseline): 14 December 2013 (estimate): 22 Progress expected as at December 2014: 25 December 2015 (target): 28[10] (ii) Increase in number of countries incorporating ecosystem-based and supporting adaptation approaches in key sectoral and development plans with the assistance of UNEP *Unit of measure:* number of countries incorporating ecosystem-based and other supporting adaptation approaches, in key sectoral and development plans with UNEP support, that are adopted or submitted for adoption December 2011 (baseline): 4 December 2013 (estimate):8 Progress expected as at December 2014:12 December 2015 (target): 16
(b) Energy efficiency improved and the use of renewable energy increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low-emission development pathways	(b) (i) Increase in number of countries implementing new renewable energy and/or energy efficiency initiatives with the assistance of UNEP *Unit of measure:* number of countries implementing new renewable energy and/or energy efficiency initiatives with UNEP support December 2011 (baseline): 4 December 2013 (estimate):12 Progress expected as at December 2014: 18 December 2015 (target): 32 (ii) Increase in number of finance institutions demonstrating commitment of resources to clean technology investments as a result of UNEP's supports *Unit of measure:* number of UNEP-targeted finance institutions and other private sector investors demonstrating commitment of resources through written statements December 2011 (baseline): 20 December 2013 (estimate): 40 Progress expected as at December 2014: 47 December 2015 (target): 55

[10] While several activities are being supported in some countries, each country is counted only once as contributing to the indicator, which explains why the value does not reflect the increase in support provided. This is in conformity with the flagship approach of seeking to focus support in fewer countries with greater impact, and of promoting scaling up and replication of successful initiatives by partners in other countries.

(c) Transformative REDD-plus strategies and finance approaches developed and implemented by developing countries with the aim of reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods	(c) (i) Increase in number of countries adopting and implementing REDD-plus strategies incorporating multiple benefits with the assistance of UNEP *Unit of measure:* number of countries supported by UNEP that are adopting and implementing REDD-plus strategies December 2011 (baseline): 4 December 2013 (estimate): 7 Progress expected by December 2014: 12 December 2015: 15

Causal relationship

The main objective of this subprogramme is to strengthen the ability of countries to move to climate-resilient and low-emission pathways for sustainable development and human well-being. UNEP will work on three priority themes. In order to help countries move towards climate-resilient pathways, UNEP will work on equipping countries and populations to cope with observed and anticipated impacts, to reduce their vulnerabilities and to increase their resilience to such impacts. It will adopt an approach that is focused on strengthening the resilience of ecosystems and their services in the face of climate change impacts. The different services provided by UNEP towards this goal are complementary and build on each other. They are based on UNEP expertise in this area and reflect an increasing demand from vulnerable countries for such services, as follows:

(a) UNEP will support countries in conducting vulnerability and impact assessments to inform the process of identifying priority areas of intervention. It will help to develop and test methods, tools and guidelines for ecosystem-based adaptation and supporting approaches, which will also be disseminated through knowledge networks. These will help to guide planners and decision makers in developing adaptation strategies. This work will also provide a knowledge base for the ecosystem-based adaptation pilot demonstrations. UNEP will support the implementation of ecosystem-based adaptation pilot demonstrations aimed at increasing resilience and will generate information on cost and benefits of different ecosystem-based adaptation approaches thereby helping to accelerate the learning process. These pilot demonstrations will be based on specific vulnerability and impact assessments and the lessons learned from the demonstrations will also be disseminated through the knowledge networks. UNEP will work closely with partners to encourage the scaling up of successful demonstration projects. The results of these pilot demonstrations will contribute to the attainment of the first expected accomplishment indicator.

(b) In contributing to the attainment of the second indicator, UNEP will provide support to countries in mainstreaming ecosystem-based adaptation and adaptation approaches into their national, sectoral policies, plans and strategies and help them to develop legal and regulatory frameworks. This mainstreaming approach will also be informed by the results of supported assessments and demonstrations.

(c) To help finance the adaptation needs of vulnerable countries, UNEP will continue to support countries in accessing different adaptation funding sources and strengthening capacities to access finance directly. To that end, it will work with both the private and the public sectors.

(d) UNEP will provide support to the continuing negotiation process in the context of the Framework Convention on Climate Change and to countries in complying with their reporting and planning commitments thereunder.

With a view to helping countries to move onto low-emission pathways for sustainable development and human well-being, UNEP will assist countries in strengthening individual and institutional capabilities in low-emission development planning and in sectors that have been identified as contributing significantly to greenhouse gas emissions, notably the energy sector and the industry, transport, housing, food and agriculture, and appliances sectors, in order to reduce energy intensity and demand and bring about a shift to renewable energy. This is in conformity with the United Nations Secretary-General's "Sustainable Energy for All" initiative, which has three complementary goals to be attained by 2030: universal access to modern energy, doubling the share of renewable energy in the global energy mix and doubling the global rate of improvement in energy efficiency. UNEP will address the different elements of the climate action continuum, from science to policy, technology and finance, with a specific focus on the interface between these elements:

(a) UNEP will provide technical support to countries in developing national mitigation plans and actions based on sound climate science and economic evidence for low-emission development. It will assist to establish the conditions for the successful adoption of clean technologies for low-emission development. Through the establishment of technology, policy and finance networks and partnerships, UNEP will disseminate knowledge on effective technologies and mechanisms and will strengthen its ability to provide advisory services to countries.

(b) UNEP will also help countries to reduce their emissions of short-lived climate pollutants by supporting a coalition of countries and partners that are increasing awareness and knowledge on this issue and undertaking mitigation actions. Reducing emissions of short-lived climate pollutants will provide significant benefits including improved air quality, a slowing of near-term climate change, and support to sustainable development.

(c) UNEP will support countries in fulfilling their monitoring, reporting and planning commitments under the United Nations Framework Convention on Climate Change.

The third priority area is REDD-plus, for which UNEP will develop tools and provide technical services that incorporate the multiple benefits of REDD-plus, including green economy approaches, to assist countries in adopting and implementing national REDD-plus strategies. It will also provide support for the development and implementation of national REDD-plus strategies. Lastly, UNEP will help to establish strategic partnerships for transformative land management approaches to achieve the reduction of emissions from deforestation and forest degradation by addressing the key drivers of deforestation, especially from agriculture and other land-use sectors, taking into account environmental and social considerations such as biodiversity.

Outputs planned for the biennium in pursuit of expected accomplishment (a): Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts			
Programme of work output	*Division accountable*[11]	*Contributing division(s)*	*Scope*
1. Technical support provided to countries to develop and pilot methods and tools and dissemination of these through knowledge networks along with research results, lessons learned and good practices	DEPI	Regional offices DEWA	Global/regional
2. Technical support provided to countries to implement ecosystem-based adaptation demonstrations and supporting adaptation approaches, and to scale these up through partnerships at the regional and national levels	DEPI	Regional offices	Regional
3. Support provided to integrate ecosystem-based adaptation and supporting adaptation approaches into national and sectoral development policies, plans and strategies, and to develop legal and regulatory frameworks	DEPI	DELC Regional offices	Regional
4. Technical support provided to countries to address adaptation planning and reporting requirements under the Framework Convention on Climate Change	DEPI	Regional offices DELC	Global/regional
5. Support provided to countries to improve access to public and private global, regional and national adaptation finance, to strengthen readiness for deploying finance and to apply innovative finance mechanisms	DEPI	Regional offices	Global/regional
6. Outreach and awareness-raising carried out for adaptation-related science, practices, policies and UNEP initiatives, including for climate change negotiations	DCPI	Regional offices DEPI DELC	Global

[11] Assigning responsibility for the delivery of a programme of work output to a division does not imply that it will be expected to deliver this output on its own. It may work with one of more other divisions, including a regional office, collaborating centre or external partners, in the actual delivery of that output.

Outputs planned for the biennium in pursuit of expected accomplishment (b). Energy efficiency is improved and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low-emission development pathways			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Support provided to a coalition of countries and partners to foster increased awareness, knowledge and mitigation actions on short-lived climate pollutants	DTIE	DEWA DELC	Global
2. Scientific knowledge generated on emerging issues relevant to low-emission development decision-making and policy	DEWA	DTIE	Global
3. Tools and approaches designed and piloted in countries to develop mitigation plans, policies, measures, and low-emission development strategies, and spur investment and innovation within selected sectors in a manner that can be monitored, reported on and verified	DTIE	DELC DEWA Regional offices	Global/regional
4. Technical support provided to countries and partners to plan and implement sectoral initiatives and to make renewable energy and energy efficiency projects affordable and replicable	DTIE	Regional offices	Global/regional
5. Technical support provided to countries to address monitoring and reporting requirements in the context of the Framework Convention on Climate Change and to mainstream their results into national development planning processes in collaboration with United Nations country teams and partners	DTIE	DTIE Regional offices DELC	Global/regional
6. Technical support provided to the climate technology centre established under the Framework Convention on Climate Change and partnerships and multi-stakeholder networks facilitated to stimulate and encourage the development and transfer of climate technologies	DTIE	Regional offices DEPI DELC	Global/regional
7. Outreach and awareness-raising for mitigation-related science, practices, policies, and UNEP initiatives, including for climate change negotiations	DCPI	DTIE DEWA Regional offices DELC	Global

Outputs planned for the biennium in pursuit of expected accomplishment (c): Transformative REDD-plus strategies and finance approaches are developed and implemented by developing countries that aim at reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods			
Programme of work output	*Division accountable*	*Contributing division(s)*	*Scope*
1. Support provided, in partnership, to countries to develop and implement national REDD-plus strategies, incorporating multiple benefits and green investments	DEPI	Regional offices DTIE	Global/regional
2. Tools developed and technical services provided for promoting multiple benefits, green economy and green investments approaches in REDD-plus planning	DEPI	DCPI DEWA DELC DTIE	Global
3. Global, regional and national strategic partnerships established for transformative land management approaches to achieve reductions in emissions from deforestation and forest degradation by addressing key drivers of deforestation, especially from agriculture and other land-use sectors	DEPI	Regional offices	Global/regional

Resource requirements

Table 10

Resource projections by category: climate change

Category	Resources (thousands of United States dollars) 2012–2013	Changes	2014-2015	Posts 2012–2013	Changes	2014–2015
A. Environment Fund						
Post	20 273	239	20 512	71	(1)	70
Non-post	10 515	8 484	18 999			
Subtotal A	**30 788**	**8 723**	**39 510**	**71**	**(1)**	**70**
B. Trust and earmarked funds[a]						
Trust and Earmarked Funds	50 838	(4 311)	46 527	36	(4)	32
Subtotal B	**50 838**	**(4 311)**	**46 527**	**36**	**(4)**	**32**
C. GEF trust funds						
GEF trust funds	30 438	1 454	31 892	25	(10)	15
Subtotal C	**30 438**	**1 454**	**31 892**	**25**	**(10)**	**15**
D. Programme support costs						
Programme support costs	1 020	608	1 628	8	–	8
Subtotal D	**1 020**	**608**	**1 628**	**8**	–	**8**
E. Regular budget						
Post	1 041.30	1 825	2 866	3	5	8
Non-post	32.40	206	239			
Subtotal E	**1 074**	**2 031**	**3 105**	**3**	**5**	**8**
Grand total (A+B+C+D+E)	**114 157**	**8 505**	**122 662**	**143**	**(10)**	**133**

Note. Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

Table 11
Resource projections by organizational unit: climate change

	Resources (thousands of United States dollars)			*Posts*		
Category	*2012–2013*	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A. DEWA						
(i) Environment Fund						
Posts	3 360	(768)	2 592	13	(4)	9
Non-post	1 072	349	1 421			
(ii) Other funds[a]	6 833	(5 044)	1 789	5	(2)	3
Subtotal A	**11 265**	**(5 462)**	**5 802**	**18**	**(6)**	**12**
B. DELC						
(i) Environment Fund						
Posts	1 175	707	1 882	6	-	6
Non-post	368	1 014	1 381			
(ii) Other funds[a]	1 061	511	1 572	2	1	3
Subtotal B	**2 604**	**2 231**	**4 835**	**8**	**1**	**9**
C. DEPI						
(i) Environment Fund						
Posts	1 756	3 169	4 925	5	10	15
Non-post	778	4 173	4 951			
(ii) Other funds[a]	7 265	13 434	20 699	8	3	11
Subtotal C	**9 800**	**20 775**	**30 575**	**13**	**13**	**26**
D. DTIE						
(i) Environment Fund						
Posts	6 158	(499)	5 659	18	-	18
Non-post	3 088	5 176	8 263			
(ii) Other funds[a]	64 152	(7 751)	56 401	48	(8)	40
Subtotal D	**73 398**	**(3 074)**	**70 324**	**66**	**(8)**	**58**
E. Regional offices, Regional Support Office and major groups and stakeholders						
(i) Environment Fund						
Posts	6 580	(1 834)	4 747	26	(7)	19
Non-post	4 489	(2 358)	2 131			
(ii) Other funds[a]	3 713	(1 729)	1 985	7	(3)	4
Subtotal E	**14 783**	**(5 920)**	**8 862**	**33**	**(10)**	**23**
F. DCPI						
(i) Environment Fund						
Posts	1 244	(537)	706	3	0	3
Non-post	720	131	851			
(ii) Other funds[a]	344	361	705	2	-	2
Subtotal F	**2 308**	**(45)**	**2 263**	**5**	**0**	**5**
Grand total (A+B+C+D+E+F)	**114 157**	**8 505**	**122 662**	**143**	**(10)**	**133**

Category	Resources (thousands of United States dollars) 2012–2013	Changes	2014–2015	Posts 2012–2013	Changes	2014–2015
(i) Total Environment Fund	**30 788**	**8 723**	**39 510**	**71**	**(1)**	**70**
(ii) Total other funds[a]	**83 369**	**(218)**	**83 151**	**72**	**(9)**	**63**
Total	**114 157**	**8 505**	**122 662**	**143**	**(10)**	**133**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

Subprogramme 2
Disasters and conflicts

Objective

To promote a transition within countries to the sustainable use of natural resources and reduce environmental degradation to protect human well-being from the environmental causes and consequences of disasters and conflicts.

Strategy

Responsibility for the coordination of the subprogramme on disasters and conflicts rests with the Director of the Division of Environmental Policy Implementation (DEPI), who also leads the work of UNEP on ecosystem management and climate change adaptation, allowing for synergies to be leveraged between the three closely related fields. Within the existing mandates of UNEP, including that provided by Governing Council decision 26/15, and without duplicating the efforts of other organizations responsible for conflict and disaster response or prevention, the subprogramme will work through strategic partnerships to support countries and communities to protect human well-being and contribute to sustainable development by addressing the environmental dimension of disasters and conflicts as follows:

(a) UNEP will provide early warning and risk assessments, policy guidance and training to enable requesting Governments to use sustainable natural resource management to reduce the risk of natural and man-made disasters and to better prepare for the environmental implications thereof. In particular, the Programme will seek to demonstrate the role that improved ecosystem management can play in achieving risk reduction, exposure and vulnerability reduction, and enhanced local resilience; it will also work to catalyse uptake by Member States and United Nations partners of an ecosystem-based approach to disaster risk reduction. Building on its track record, UNEP will also, upon request, help stakeholders to use the environment as a platform for cooperation to reduce the risk of natural and man-made disasters. The Programme will leverage impact through partnerships with key organizations in the United Nations system and the broader international community, which are critical to extending its capacity and scaling up results, notably by mainstreaming environmental best practice into their own policy and planning processes. Such partners include UNDP, the United Nations International Strategy for Disaster Reduction, the Partnership on Environment and Disaster Risk Reduction (comprising the International Union for Conservation of Nature (IUCN), the World Wide Fund for Nature (WWF) and the United Nations University, among others), the World Bank, the Department of Political Affairs of the Secretariat, the United Nations Inter-agency Framework for Coordination on Preventive Action, the United Nations Peacebuilding Commission, the Organization for Security and Cooperation in Europe, the European Union, the Advisory Group on Environmental Emergencies (AGEE), FAO and the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as regional institutions and national partners. An internal coordination platform will be established to improve and share knowledge on synergies between the work on biodiversity conservation and ecosystem services, ecosystem-based adaptation approaches to climate change and ecosystem-based approaches to disaster risk reduction. The platform will also foster joint transformative projects where warranted, ensure cross-fertilization and exchange of knowledge and lessons learned, and avoid duplication and overlap.

(b) UNEP will also provide environmental expertise for emergency response and crisis recovery operations at the subregional, national and subnational levels, upon direct request from governments or through mechanisms such as humanitarian response clusters, early recovery programmes, and post-crisis needs assessments. To implement this strategy, UNEP will assess acute environmental risks from disasters and conflicts, and provide early warning to minimize any adverse impacts on human life and the environment; integrate environmental considerations into relief and recovery programmes; and design and technically support environmental clean-up and ecosystem restoration operations carried out by partners. Together with United Nations country teams and other partners, UNEP will provide policy guidance and assistance in developing and implementing legislative and institutional frameworks for sustainable natural resource and environmental management at the national and sub-regional levels in order to support economic recovery and the creation of green jobs in the context of sustainable development. UNEP will also, where requested, be

available to help stakeholders use the environment as a platform for cooperation in the context of recovery and reconstruction. The strong partnerships established over the last 15 years with key humanitarian, development and peace and security actors and the international community at large, will serve as the cornerstone of the UNEP approach, ensuring not only that environmental considerations are integrated into the support provided to countries affected by disasters and conflicts, but also that results are sustained and up-scaled. Key partners include AGEE, the Office for the Coordination of Humanitarian Affairs, UNDP, the United Nations Peacebuilding Commission, the United Nations Department of Peacekeeping Operations, the United Nations Department of Field Support, World Bank, the European Union, the secretariats of relevant MEAs, such as the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, as well as regional and national partners.

External factors

The subprogramme is expected to achieve its objective and expected accomplishments provided that member States demonstrate the political will and commitment needed to address the environmental dimension of disasters and conflicts; that levels of funding allocated to the subprogramme are sufficient to meet the environmental priorities of countries, in particular by sustaining UNEP presence in the field; and that major international policy processes that may occur during the biennium, such as the post–2015 development framework and the post-Hyogo framework of action on disaster risk reduction, are conducive to the support of the United Nations and Member States for addressing the environmental causes and consequences of disasters and conflicts.

Expected accomplishments	Indicators of achievement
(a) The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of natural and man-made disasters is improved	(a) (i) Increase in the percentage of countries vulnerable to natural and man-made disasters that progress at least two steps in the country capacity framework[12] for natural resource and environmental management *Unit of measure:* percentage of countries vulnerable to natural and man-made disasters that progress a minimum of two steps in the country capacity framework, having been assisted by UNEP December 2011 (baseline): 75 per cent of countries assisted by UNEP since January 2010 December 2013 (estimate): 90 per cent of countries assisted by UNEP since January 2010 Progress expected by December 2014: 95 per cent Progress expected by December 2015: 100 per cent (ii) Increase in the number of United Nations policies, guidelines, programmes and training courses on crisis risk reduction that integrate best practice in the sustainable management of natural resources in fragile States and vulnerable regions, based on UNEP reports and inputs *Unit of measure:* number of United Nations policies, guidelines, programmes and training courses on crisis risk reduction integrating best practice in the sustainable management of natural resources in fragile States and vulnerable regions, based on UNEP reports and inputs December 2011 (baseline): 10 December 2013 (estimate): 15 Progress expected by December 2014: 17 Progress expected by December 2015: 20

[12] UNEP will measure progress in achieving the expected accomplishments using a composite indicator based on a country capacity framework. This framework, based on 15 years of experience in some 50 countries affected by natural and man-made disasters, allows for the measurement of progress in six different categories of capacity for environmental and natural resource management at the national level: (a) access to information and availability of data; (b) policy and planning; (c) legislation; (d) institutions; (e) implementation and enforcement capacity; and (f) public participation in decision-making. Each of the six categories comprises six steps that reflect a gradual expansion of capacity.

(b) The capacity of countries to use natural resource and environmental management to support sustainable recovery from natural and man-made disasters is improved	(b) Increase in the percentage of countries affected by natural and man-made disasters that progress at least two steps in the country capacity framework for natural resource and environmental management *Unit of Measure: Percentage of countries affected by natural and man-made disasters that UNEP has assisted that progress a minimum of two steps in the country capacity framework* December 2011 (baseline): 75 per cent of countries assisted by UNEP since January 2010 December 2013 (estimate): 90 per cent of countries assisted by UNEP since January 2010 Progress expected by December 2014: 95 per cent Progress expected by December 2015: 100 per cent

Causal relationship

The main objective of subprogramme 2 is to promote the sustainable use of natural resources as a means of protecting human well-being from the environmental causes and consequences of disasters and conflicts. To accomplish this goal, UNEP will work with countries that are vulnerable to or affected by disasters and conflicts, and with the United Nations entities that support them, to build their capacity to address envi.onmental risk factors and capitalize on opportunities through integrated natural resource management approaches that contribute to inclusive and sustainable economic growth, social equity and improved environmental conditions. In order to cater to the broad range of needs that currently exist, UNEP will focus its capacity development efforts on vulnerable countries, in particular on prevention, risk reduction and preparedness (expected accomplishment 1), and "post-crisis" countries, supporting environmentally sustainable recovery that contributes to long-term peacebuilding and economic and social development (expected accomplishment 2). It should be noted that all services will be delivered upon request.

With regard to expected accomplishment (a), lack of both data on and understanding of the critical environmental factors that can contribute to conflicts and disasters constitutes a major impediment to the capacity to address such challenges effectively. Filling the knowledge gap is therefore a key building block to capacity development in this area. Assessments that identify risk factors linked to the environment and natural resource use will help to establish a common knowledge base upon which support strategies for disaster and conflict risk reduction can be developed and implemented. Such strategies will seek to respond to the full range of specific needs and priorities at the country level, including policy guidance, technical support, training for national authorities and civil society, and the facilitation of environmental cooperation. Field projects will also be used to demonstrate the value of sustainable natural resource management as a risk reduction tool, and to catalyse coordinated uptake of proven approaches by both national and United Nations partners on the ground (output 1). Working hand in hand with key United Nations system partners for disaster risk reduction, conflict prevention and peacebuilding, and joining with the broader international community to build internal capacity to understand and address environmental risk factors will be critical to catalysing practical action, ensuring system-wide coordination on such issues and more widespread application of successful approaches. In addition to working to reduce the risks posed by environmental factors, UNEP will seek to improve the preparedness of countries to address the environmental impact of both natural and man-made disasters, including industrial and technological accidents. Building a solid information base on key environmental risks to human health and livelihoods, the twin approach of training on relevant preparedness tools and providing technical assistance in developing emergency preparedness strategies will form the cornerstone of capacity development in this area (outputs 2 and 3). Targeted outreach will also be critical, not only to disseminating best practice and lessons learned, but also to catalysing interest and the uptake of new approaches in a wider range of countries (output 4).

With regard to expected accomplishment (b), in post-crisis situations, environmental risks and needs are often ignored or misunderstood, given the many immediate and competing priorities facing affected countries and the international community. Yet deferred action or poor choices made early on all too easily become locked-in, establishing unsustainable trajectories of recovery that can undermine the fragile foundations of peace. Outputs under expected accomplishment 2 aim to support countries and United Nations system partners in building capacity for identifying environmental priorities and ensuring that such priorities are addressed as part of recovery and peacebuilding programmes. Immediately following a conflict, UNEP will mobilize and coordinate the expertise needed to identify and mitigate acute environmental risks to human health (output 1). Conducted in coordination with national authorities, such rapid assessments will also serve to establish the need for detailed field-based scientific studies that analyse environmental impact on human well-being, livelihoods and security in a broad range of sectors (output 2). Systematically conducted in association with national experts and authorities, comprehensive assessments of this nature will build country-level capacity in two ways: first, national experts will learn to use and replicate state-of-the-art scientific assessment methodologies for a broad range of environmental sectors; and second, critical

baseline data on the state of the environment in a given country will be collated for use in recovery and development planning, as well as in future environmental assessments. Targeted technical assistance and institutional support, involving a tailor-made mix of services, will subsequently be offered to build national capacity to address the environmental needs and priorities identified through the assessment process (output 3). Such services could encompass support for environmental governance and legislation, the cleaning-up of sites damaged by conflicts and disasters, pilot projects aimed at demonstrating sustainable management approaches, and technical assistance on green economy policies that could support long-term recovery and socio-economic development in conflict and disaster-affected countries within the context of sustainable development and poverty eradication. Partnerships with United Nations system actors on the ground constitute a fundamental element of the approach, ensuring not only that UNEP resources are used efficiently, but also that capacity is built for sustainable resource management throughout the system and that successful approaches are adopted and scaled up optimally. In turn, this will foster system-wide coordination and the sustainability of investment in environmental recovery.

Outputs planned for the biennium in pursuit of expected accomplishment (a): The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of natural and man-made disasters is improved			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Risk assessments and policy support delivered to countries, regions and United Nations partners with a view to catalysing environmental cooperation, system-wide coherence and practical mitigation action to address environmental factors contributing to disaster and conflict risk	DEPI	DEWA Regional offices	Global/regional
2. Risk information and training provided to countries in order to improve national preparedness to respond to and mitigate acute environmental risks caused by conflicts and disasters	DEPI	Regional offices DTIE DEWA	Global/regional
3. Training and technical assistance on institutional and legal frameworks provided to countries to improve national and local preparedness to respond to and mitigate environmental risks caused by industrial accidents	DTIE	Regional offices DELC DEPI	Global/regional
4. Outreach tools developed for raising awareness of the environmental dimension of disasters and conflicts, and promoting the sound management of natural resources as a tool for disaster and conflict risk reduction in vulnerable countries	DCPI	DEPI Regional offices	Global

Outputs planned for the biennium in pursuit of expected accomplishment (b): The capacity of countries to use natural resource and environmental management to support sustainable recovery from natural and man-made disasters is improved			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Technical assistance, rapidly mobilized and coordinated, to identify immediate environmental risks to human health stemming from disasters and conflicts, and to catalyse mitigating action by affected countries and United Nations partners	DEPI	Regional offices	Regional
2. Comprehensive field-based scientific assessments conducted in post-crisis countries to identify and integrate environmental risks and opportunities into recovery and peacebuilding strategies	DEPI	Regional offices DEWA	Regional
3. Policy support and technical assistance provided to post-crisis countries and United Nations partners to increase the environmental sustainability of recovery and peacebuilding programmes and to catalyse environmental action, uptake of green economy approaches and the development of environmental legislation	DEPI	Regional offices DTIE DELC	Regional

Resource requirements

Table 12

Resource projections by category: disasters and conflicts

	Resources (thousands of United States dollars)			*Posts*		
Category	*2012–2013*	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A. Environment Fund						
Post	7 178	3 315	10 493	26	14	40
Non-post	3 277	4 117	7 394			
Subtotal A	**10 454**	**7 432**	**17 886**	**26**	**14**	**40**
B. Trust and earmarked funds[a]						
Trust and earmarked funds	39 233	(17 048)	22 185	20	(5)	15
Subtotal B	**39 233**	**(17 048)**	**22 185**	**20**	**(5)**	**15**
C. GEF trust funds						
GEF trust funds	–	–	–	–	–	–
Subtotal C	–	–	–	–	–	–
D. Programme support costs						
Programme support costs	1 752	(761)	991	4		4
Subtotal D	**1 752**	**(761)**	**991**	**4**	**-**	**4**
E. Regular budget						
Post	424	1 568	1 992	2	4	6
Non-post	66	109	175			
Subtotal E	**490**	**1 677**	**2 166**	**2**	**4**	**6**
Total (A+B+C+D+E)	**51 929**	**(8 701)**	**43 229**	**52**	**13**	**65**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

Table 13

Resource projections by organizational unit: disasters and conflicts

Category	*Resources (thousands of United States dollars)* 2012–2013	Changes	2014–2015	*Posts* 2012-2013	Changes	2014–2015
A. DEWA						
(i) Environment Fund						
Post	2 834	(1 392)	1 443	10	(4)	6
Non-post	95	(159)	791			
(ii) Other funds[a]	–	–	–	–	–	–
Subtotal, A	**3 784**	**(1 550)**	**2 234**	**10**	**(4)**	**6**
B. DELC						
(i) Environment Fund						
Post	–	513	513	–	3	3
Non-post	–	376	376			
(ii) Other funds[a]	–	179	179	–	–	–
Subtotal, B	–	**1 068**	**1 068**	–	**3**	**3**
C. DEPI						
(i) Environment Fund						
Post	2 042	808	2 850	5	3	8
Non-post	965	1 901	2 865			
(ii) Other funds[a]	31 968	(9 426)	22 542	25	(2)	23
Subtotal, C	**34 974**	**(6 717)**	**28 258**	**30**	**1**	**31**
D. DTIE						
(i) Environment Fund						
Posts	50	218	268	–	1	1
Non-post	14	378	391			
(ii) Other funds[a]	7 507	(7 112)	394	–	–	–
Subtotal, D	**7 571**	**(6 517)**	**1 054**	–	**1**	**1**
E. Regional offices, Regional support office and major groups and stakeholders						
(i) Environment Fund						
Post	2 069	2 632	4 700	9	10	19
Non-post	1 319	784	2 104			
(ii) Other funds[a]	1 910	50	1 959	–	1	1
Subtotal E	**5 298**	**3 466**	**8 763**	**9**	**11**	**20**
F. DCPI						
(i) Environment Fund						
Post	183	536	719	2	2	4
Non-post	29	837	866			
(ii) Other funds[a]	91	176	267	1	–	1
Subtotal F	**303**	**1 549**	**1 852**	**3**	**2**	**5**
Total (A+B+C+D+E+F)	**51 929**	**(8 701)**	**43 229**	**52**	**13**	**65**

Category	*Resources (thousands of United States dollars)*			*Posts*		
(i) Total Environment Fund	**10 454**	**7 432**	**17 886**	**26**	**14**	**40**
(ii) Total other funds[a]	**41 475**	**(16 133)**	**25 342**	**26**	**(1)**	**25**
Total	**51 929**	**(8 701)**	**43 229**	**52**	**13**	**65**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

Subprogramme 3
Ecosystem management

Objective

To promote a transition to integrating the conservation and management of land, water and living resources to maintain biodiversity and provide ecosystem services in a sustainable and equitable manner among countries.

Strategy

Responsibility for the coordination of the subprogramme on ecosystem management rests with the Director of the Division of Environmental Policy Implementation. The goal of the Programme is to catalyse the use by countries of an ecosystem approach that integrates the management of land, water and living resources to conserve biodiversity and sustain ecosystem services for development and poverty reduction, as articulated in decision V/6 of CBD, building on participatory approaches and the use of traditional knowledge. It should be noted that that decision calls on parties, Governments and international organizations to implement the "ecosystem approach" as appropriate – there is no single way to implement the approach, as it depends on local, provincial, national, regional and global conditions. Notwithstanding the need to tailor the ecosystem approach to varying circumstances, it will involve not only the direct management of specific ecosystems, but also addressing both the direct and indirect drivers of change, such as the negative impact of human activities on sensitive ecosystems. UNEP is placing particular emphasis on "working with nature" to improve human well-being and address the pressing challenges associated with climate change and natural hazards that may lead to disasters. In that context, there is significant complementarity between the subprogrammes dealing with the conservation of biodiversity and ecosystem services, ecosystem-based approaches to adaptation to climate change, and ecosystem-based approaches to disaster risk reduction. Every effort will be made to ensure synergies between the respective subprogrammes and avoid duplication of effort.

Taking care to ensure a regional balance, UNEP will work with the secretariats of the biodiversity-related MEAs, the secretariats of other MEAs whose actions affect ecosystems, and through long-term partnerships with key actors working on ecosystem management, including Biodiversity International, FAO, UNDP, the International Fund for Agricultural Development, IUCN, the International Water Management Institute,, World Bank, WWF and other Millennium Ecosystem Assessment partners. It will leverage impact through its role as an implementing agency in the GEF to support countries to achieve the Aichi Biodiversity Targets, reverse the decline in biodiversity and ecosystem services resulting from habitat degradation, invasive species, climate change, pollution and over-exploitation, and will upscale proven approaches, as follows:

(a) UNEP will work to enhance the conceptual basis and implementation of the ecosystem approach within planning, management and decision-making frameworks that affect biodiversity, the ecosystem services of terrestrial and freshwater ecosystems, and the provision of key services and benefits from those systems. In doing so, the Programme will seek to contribute to the challenge of feeding a growing global population in a sustainable manner, promoting proper conservation and management of biodiversity and related ecosystems, and bringing about broader governance reforms that, in turn, will promote or enable collaborative, participatory, cross-sectoral approaches to maintaining biodiversity, ecosystem services and the productivity of interdependent landscapes, ecosystems and species. Particular emphasis will be placed upon a twin approach of conserving biodiversity while in parallel maintaining the ecosystem services that are essential for human well-being, development and provisioning, especially in relation to food security and water. Special attention will also be given to equity issues including, but not limited to, access and benefit-sharing and the ways in which vulnerable and disadvantaged communities could be compensated or rewarded for their ecosystem stewardship.

(b) UNEP will also work to develop cross-sectoral policymaking and management frameworks and methodologies to implement ecosystem-based management and related multilateral frameworks in order to sustain marine and coastal biodiversity and ecosystem services, in particular food provisioning. While the impact of human activities on terrestrial and freshwater ecosystems has a direct link into marine ecosystems, a separate expected

accomplishment has been established, as while expected accomplishment (a) primarily requires interventions on a national scale, expected accomplishment (b) includes work that will cut across national maritime boundaries, with such interventions being dependent on requests from the countries concerned. Such work will include managing human activities that have a negative impact on coastal and marine ecosystems, particularly coral reefs. Continuing to draw attention to the dynamic relationship between land-based activities and the health of coastal habitats, seas and oceans, the Programme will assist countries and regional bodies to customize and apply ecosystem management through piloting, learning and transferring good practice across different ecosystem contexts. UNEP will also support countries to adopt broader management reforms, involving participatory approaches and public-private partnerships, with a view to maintaining marine and coastal ecosystem services and their associated biodiversity. Attention will also be given to the growing pressure resulting from challenges including climate change, coastal development, resource extraction and pollution, and the ways in which such challenges affect communities, societies and biodiversity. In doing so, UNEP will build upon proven programmes and structures, including the Regional Seas Conventions and Action Plans and the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA).

(c) Finally, UNEP will support collaborative efforts aimed at strengthening the science-policy interface at the national, regional and global levels. Noting the ecological, genetic, social, economic, scientific, educational, cultural, recreational and aesthetic values of biological diversity and its critical role in maintaining ecosystems that provide essential services, the Programme will assist countries to create the institutional, legal and policy conditions necessary for the integration of biodiversity and ecosystem services into national development planning, decision-making and budgetary allocations. Mainstreaming of pro-poor and ecosystem-relevant environmental outcomes will be implemented in collaboration with the joint UNDP-UNEP Poverty-Environment Initiative (PEI). UNEP will also support countries in fulfilling their commitments under the MEAs, with particular emphasis on the Aichi Biodiversity Targets. Particular attention will be given to assisting countries, upon request, to find innovative means of financing and to create favourable policy and institutional conditions for access and benefit-sharing, in support of the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity. Support will also be provided, upon request, for the conservation of biodiversity through collaboration across ecosystems, including, where appropriate, transboundary ecosystems. UNEP will provide strong leadership in the work of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) in collaboration with relevant bodies. Finally, the Programme will assist countries to meet their planning and reporting obligations under the biodiversity-related MEAs, engaging with the secretariat of CBD to provide support for the implementation of the Strategic Plan for Biodiversity 2011–2020 and ensuring that direct support to countries in implementing the Plan and realizing the Aichi Biodiversity Targets is coordinated with the MEA secretariats.

External factors

Governments attending the United Nations Conference on Sustainable Development in June 2012 reaffirmed "the need to achieve sustainable development by [...] promoting integrated and sustainable management of natural resources and ecosystems that supports inter alia economic, social and human development while facilitating ecosystem conservation, regeneration and restoration, and resilience in the face of new and emerging challenges". The expected accomplishments of subprogramme 3 will be achieved, provided that (a) requests from member states for technical support from UNEP to mainstream the ecosystem approach with national development processes occur in this biennium; (b) member states demonstrate the political will and commitment to mainstreaming environmental issues in their national economic development agendas; (c) levels of funding allocated to the subprogramme are sufficient to meet the environmental priorities of countries; and (d) programmes are aligned to United Nations country processes, such as United Nations development assistance frameworks (UNDAFs) and PEI initiatives.

Expected accomplishments	Indicators of achievement
(a) Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased	(a) Increase in the number of countries integrating the ecosystem approach with traditional sector-based natural resource management. *Unit of measure:* number of countries that demonstrate enhanced application of the ecosystem approach in traditional sector-based natural resource management December 2011 (baseline): 13 December 2013 (estimate): 16 Progress expected by December 2014: 20 December 2015 (target): 24
(b) Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased	(b) Increase in the number of countries using the ecosystem approach to sustain ecosystem services from coastal and marine systems. *Unit of measure:* number of countries that demonstrate enhanced application of the ecosystem approach to sustain ecosystem services from coastal and marine systems December 2011 (baseline): 7 December 2013 (estimate): 7 Progress expected by December 2014: 12 December 2015 (target): 16
(c) Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity- and ecosystem-related multilateral environmental initiatives	(c) (i) Increase in the number of countries that integrate the ecosystem approach in development planning. *Unit of measure:* number of countries in which national development planning documents demonstrate enhanced application of ecosystem management approaches December 2011 (baseline): 7 December 2013 (estimate): 7 Progress expected by December2014: 10 December 2015 (target): 13 (ii) Increase in the number of countries that integrate priority ecosystem services into their national accounting and budgeting processes. *Unit of measure:* number of countries that integrate priority ecosystem services into national accounting and budgeting processes December 2011 (baseline): 1 December 2013 (estimate): 3 Progress expected by December 2014: 5 December 2015 (target): 7

Causal relationship

The transition among countries to integrating the management of land, water and living resources to provide ecosystem services sustainably and equitably will not necessarily be a linear process, nor will the pace of transition between countries be uniform. The drivers of and obstacles to the transition are both common among countries and variable between countries, in that UNEP can develop and promote regional or global tools, while adopting a flexible approach that permits tailoring to national or regional needs.

Interdependence with other subprogrammes is recognized, in particular with regard to the capacity of the ecosystem approach to build resilience, aid in adaptation to climate change and contribute to disaster risk reduction. The success or otherwise of countries integrating the management of land, water and living resources will, inter alia, be a function of the following:

(a) The existence or otherwise of innovative and relevant initiatives, tools and approaches applying the ecosystem approach to pressures that threaten the delivery of ecosystem services by interdependent landscapes and seascapes (for example, mountain ranges, arid and semi-arid zones, agricultural zones, river basins and archipelagos), ecosystems (for example, wetlands, forests, estuaries and coral reefs) and species of national, regional or global significance;

(b) The extent of sharing of data, knowledge and techniques, and the transfer of technology to those who are in a position to influence change at the local, national and regional levels;

(c) The engagement of contributors to ecosystem management, including local government and the private sector;

(d) The capacity of planners and decision makers to collate and understand relevant scientific information for a given landscape or ecosystem; collect, analyse and incorporate community aspirations and ensure benefit-sharing of ecosystem services; integrate data on ecosystem services with existing national accounting and decision-making systems; and design and implement administratively efficient management frameworks;

(e) The overarching governance framework (including such considerations as legislation, institutions, economic models and multilateral obligations) in which ecosystem management practitioners, including ministries of agriculture, fisheries, forestry, water, land use, planning and the environment, are required to operate.

Subprogramme 3 seeks to address the causal relationships from both the top down and the bottom up. From the top-down perspective, a number of the outputs emphasize inter-agency, multilateral and innovative public-private collaboration that will provide financing and an enabling environment for change to occur at both the national and regional levels. Such collaboration will be built on the best available knowledge and an ongoing dialogue in which UNEP plays a key leadership role. From the bottom-up perspective, a number of the outputs target practitioners on the ground, seeking to address immediate needs relating to specific ecosystems and landscapes. Emphasis is placed upon empowering practitioners through the provision of a selection of tools and methods that reflect best practice, and the technical and other support needed to facilitate lasting change on the ground.

The respective outputs aim to address those elements as they relate to terrestrial, freshwater and marine ecosystems, placing particular emphasis on improving food security and water quality. The interdependence with other subprogrammes is also recognized, in particular with regard to the capacity of the ecosystem approach to build resilience and aid in adaptation to climate change.

Expected accomplishment (a) is focused on terrestrial and aquatic ecosystems. UNEP recognizes that even a complete understanding of the value of an ecosystem approach and meeting capacity-building needs will not necessarily ensure application. National Governments and regional institutions are often set up in a more sectoral manner. Application of the expected accomplishment at the national level will require dedicated cooperation and collaboration between line ministries of environment, agriculture, water and forests, but, perhaps most importantly, between ministries of finance, planning and development. Ecosystem assessments identifying key drivers of change linked to the degradation of particular ecosystem services will help to establish a common knowledge base upon which to develop and implement support strategies for the prevention of ecosystem degradation and the loss of ecosystem services in terrestrial and aquatic ecosystems. Such strategies will seek to respond to a wide range of specific needs at the country level, ranging from policy guidance to tools and training of national authorities, practitioners and civil society. Field projects will also be used to demonstrate the integrated land and water management approaches that help to strengthen the resilience and productivity of terrestrial and aquatic systems, the conservation of biodiversity and the value of integrating ecosystem services into national development agendas by national and United Nations partners.

Expected accomplishment (b) will focus on marine and coastal ecosystems. These fragile ecosystems are primarily affected by upstream land-based human activities, rapid urban technological development and increasing population pressure from the coastal areas, leading to the degradation of ecosystems which provide essential ecosystem services. There is a lack of information, in particular on land-sea connections, and most coastal developments disregard this critical connection. The outputs will seek to fill the information gap and aim to support

countries and relevant United Nations system partners to build capacity for identifying, assessing and mitigating key drivers of ecosystem degradation. The outputs will also promote the active management of human activities that pose a threat to coastal or marine biodiversity and ecosystem services in order to minimize their negative impact. On request from member states, support will be provided in response to specific country priorities, ranging from policy guidance tools to the training of national authorities and civil society. Field demonstration projects will also be used to show the value of maintaining the productivity of coastal and marine ecosystems and the ways in which their respective ecosystem services could be used for development planning. Building upon proven programmes, including the regional seas conventions and action plans and the GPA, such support and projects will provide a framework for moving from a conceptual basis for the ecosystem approach to a more practical application in local, national and regional planning.

Expected accomplishment (c) will focus on collaborative efforts aimed at strengthening the science-policy interface at the national, regional and global levels, and assisting countries to create the institutional, legal and policy conditions necessary to integrate goods and services into their development planning, decision-making and poverty reduction measures. Support will also be provided to countries using data on ecosystem services to assist them to mainstream such services in their development planning and decision-making processes. Upon request by member states, support will be provided for the creation of policy, legal and institutional conditions that are favourable for access and benefit-sharing, as set out in the Nagoya Protocol. Support will also be provided upon request for the conservation of biodiversity across landscapes or seascapes. In particular, support will be provided to countries in creating an enabling environment for the implementation of the biodiversity-related MEAs, with particular emphasis on the achievement of the Aichi Biodiversity Targets.

Outputs planned for the biennium in pursuit of expected accomplishment (a): Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased			
Programme of work and budget output	*Division accountable*	*Contributing division*	*Scope*
1. Methodologies, partnerships and tools to maintain or restore ecosystem services and integrate the ecosystem management approach with the conservation and management of ecosystems	DEPI	DEWA DCPI	Global
2. Tools, technical support and partnerships to improve food security and sustainable productivity in agricultural landscapes through the integration of the ecosystem approach	DEPI	Regional offices DEWA DTIE	Global/regional
3. Tools, technical support and partnerships to improve integrated water resource management, including water quality, through the adoption of the ecosystem approach	DEPI	Regional offices DTIE DEWA	Regional
4. Partnerships are built and strengthened to catalyse the uptake of tools and approaches for establishing regional, national and subnational frameworks, agreements and policies for improved food security and for the management of terrestrial and freshwater ecosystems	DEPI	Regional offices	Global/regional
5. Collaboration with the private sector through partnerships and pilot projects to integrate the ecosystem approach into sectoral strategies and operations is enhanced	DTIE	DEPI	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (b): Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Methodologies, tools and global and regional policy frameworks that apply the ecosystem approach to sustain coastal and marine ecosystem services and productivity, in particular food provisioning, are developed and tested	DEPI	DEWA Regional offices	Global
2. Technical support is provided to countries through the Regional Seas Programme to apply and integrate the ecosystem approach, as well as global and regional policy frameworks to sustain ecosystem services, particularly food security, across relevant sectors	DEPI	Regional offices DELC	Global/regional
3. The GPA global partnerships on wastewater and marine litter are developed and relevant catalytic actions identified and tested	DEPI	DTIE DEWA Regional offices	Global
4. Support to countries for catalytic action to strengthen the GPA global partnerships and uptake of ecosystem management tools (as developed in output 1) in coastal areas in collaboration with the Regional Seas Programme	DEWA	DEPI Regional offices DELC DTIE	Regional
5. Innovative approaches developed and tested to enhance collaboration between coastal municipalities and the private sector for effective management of coastal ecosystem services through public and private sector strategies and operations	DTIE	Regional offices DEPI	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (c): Services and benefits derived from ecosystems are integrated with development planning and accounting, in particular in relation to wider landscapes and seascapes, and the implementation of biodiversity and ecosystem-related multilateral environmental agreements			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Cross-sector awareness and understanding of the importance of biodiversity and ecosystem services for sustainable development and poverty reduction is improved through technical support, partnerships and targeted outreach	DEPI	Regional offices	Global
2. Biodiversity and ecosystem service values are assessed, demonstrated and communicated to strengthen decision-making by Governments, businesses and consumers	DTIE	DEPI Regional offices DEWA	Global
3. Technical and capacity-building support is provided to countries to exchange knowledge, assess the impact of alternative development options and scenarios and make science usable for the effective management of biodiversity and ecosystem services	DEPI	DEWA Regional offices	Regional
4. Technical support is provided to countries to operationalize approaches for equity in ecosystem management, including access and benefit-sharing	DEPI	DELC Regional offices	Global
5. Synergies between tools, approaches and multilateral initiatives on biodiversity, ecosystem resilience, climate change adaptation and disaster prevention are identified and integrated with development planning, poverty reduction measures and strategic investment partnerships, along with the ecosystem approach and national obligations under the biodiversity-related multilateral environmental agreements	DELC	Regional offices DEPI	Regional

Resource requirements

Table 14

Resource projections by category: ecosystem management

Category	Resources (thousands of United States dollars)			Posts		
	2012–2013	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A. Environment Fund						
Post	24 284	(3 703)	20 581	95	(14)	81
Non-post	11 942	4 308	16 250			
Subtotal A	**36 226**	**604**	**36 831**	**95**	**(14)**	**81**
B. Trust and earmarked funds[a]						
Trust and earmarked funds	28 326	6 888	35 213	19	(6)	13
Subtotal B	**28 326**	**6 888**	**35 213**	**19**	**(6)**	**13**
C. GEF trust funds						
GEF trust funds	87 918	(21 856)	66 062	49	(10)	39
Subtotal C	**87 918**	**(21 856)**	**66 062**	**49**	**(10)**	**39**
D. Programme support costs						
Programme support costs	1 205	293	1 498	6		6
Subtotal D	**1 205**	**293**	**1 498**	**6**	**-**	**6**
E. Regular budget						
Post	1 900	1 816	3 715	7	5	12
Non-post	58	239	297			
Subtotal E	**1 957**	**2 055**	**4 012**	**7**	**5**	**12**
Total (A+B+C+D+E)	**155 632**	**(12 016)**	**143 616**	**176**	**(25)**	**151**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

Table 15

Resource projections by organizational unit: ecosystem management

Category	Resources (thousands of United States dollars) 2012–2013	Change	2014–2015	Posts 2012–2013	Changes	2014–2015
A. DEWA						
(i) Environment Fund						
Post	3 973	(442)	3 531	15	0	15
Non-post	1 332	604	1 936			
(ii) Other funds[a]	8 346	(2 690)	5 656	4	(2)	2
Subtotal, A	**13 651**	**(2 528)**	**11 123**	**19**	**(2)**	**17**
B. DELC						
(i) Environment Fund						
Post	2 479	124	2 603	9	1	10
Non-post	784	1 127	1 910			
(ii) Other funds[a]	–	3 729	3 729	–	–	–
Subtotal B	**3 262**	**4 979**	**8 242**	**9**	**1**	**10**
C. DEPI						
(i) Environment Fund						
Post	8 500	(556)	7 944	37	(7)	30
Non-post	3 972	4 014	7 986			
(ii) Other funds[a]	102 885	(22 774)	80 111	72	(11)	61
Subtotal C	**115 358**	**(19 316)**	**96 041**	**109**	**(18)**	**91**
D. DTIE						
(i) Environment Fund						
Post	–	708	708	–	2	2
Non-post	–	1 034	1 034			
(ii) Other funds[a]	3 591	4 418	8 009	–	–	–
Subtotal D	**3 591**	**6 161**	**9 752**	**-**	**2**	**2**
E. Regional offices, Regional Support Office and major groups and stakeholders						
(i) Environment Fund						
Post	8 716	(3 954)	4 762	31	(12)	19
Non-post	5 757	(3 617)	2 139			
(ii) Other funds[a]	4 209	3 258	7 467	3	2	5
Subtotal E	**18 682**	**(4 314)**	**14 368**	**34**	**(10)**	**24**
F. DCPI						
(i) Environment Fund						
Post	616	417	1 033	3	2	5
Non-post	97	1 147	1 244			
(ii) Other funds[a]	375	1 439	1 813	2	–	2
Subtotal F	**1 088**	**3 003**	**4 091**	**5**	**2**	**7**
Total (A+B+C+D+E+F)	**155 632**	**(12 016)**	**143 616**	**176**	**(25)**	**151**
(i) Total Environment Fund	**36 226**	**604**	**36 831**	**95**	**(14)**	**81**
(ii) Total other funds[a]	**119 406**	**(12 620)**	**106 785**	**81**	**(11)**	**70**
Total	**155 632**	**(12 016)**	**143 616**	**176**	**(25)**	**151**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

Subprogramme 4
Environmental governance

Objective

To strengthen synergies and coherence in environmental governance to facilitate the transition towards environmental sustainability in the context of sustainable development.[11]

Strategy

Responsibility for the coordination of the subprogramme on environmental governance rests with the Director of the Division of Environmental Law and Conventions. In addition to partnerships with a wide range of United Nations bodies and regional and international financial institutions, the successful delivery of subprogramme 4 will rest upon strong cooperation with the governing bodies and secretariats of other intergovernmental bodies and processes, both within and outside the United Nations system. Such cooperation will be key to enhancing mutually supportive regimes between the environment and related fields. Decisions of the Governing Council on international environmental governance and the outcome of deliberations on the institutional framework on sustainable development by the United Nations Conference on Sustainable Development in June 2012 have noted the need to strengthen UNEP and will provide further guidance in defining the direction of the subprogramme.

UNEP will work in close partnership with the secretariats of the relevant MEAs, including the secretariats of the Rio conventions, and with other partners, including FAO, GEF, UNDP, the United Nations Institute for Training and Research (UNITAR), UNESCO, UNIDO, the Office of the United Nations High Commissioner for Refugees, Office of the United Nations High Commissioner for Human Rights, the Office of Legal Affairs of the United Nations, the World Bank, the Asian Development Bank, INTERPOL, the World Customs Organization, the European Commission, the Organization for Economic Cooperation and Development (OECD), ILO, the International Organization of Supreme Audit Institutions, IUCN, the IUCN Commission on Environmental Law, the IUCN Academy of Environmental Law, the International Network for Environmental Compliance and Enforcement, the International Development Law Organization, the Stakeholder Forum, the United Nations Permanent Forum on Indigenous Issues, the Centre for International Environmental Law, national enforcement authorities, national ministries, intergovernmental and non-governmental organizations, universities and other academic institutions, research institutes and foundations, as well as regional and national partners.

Taking full account of the Principles of the Rio Declaration on Environment and Development, the strategy of UNEP in this area is as follows:

(a) To support coherent international decision-making processes for environmental governance, UNEP will assist the Governing Council/Global Ministerial Environment Forum in promoting international cooperation in the field of the environment and setting the global environmental agenda. UNEP will also provide support for enhancing cooperation and coordination across the United Nations system, between global and regional MEAs (between the biodiversity-related MEAs, for example), and between the Programme and such agreements, with a view to ensuring their effective implementation, while respecting the mandate of each entity. Together with the secretariats of the relevant MEAs and other partners, UNEP will conduct an assessment of how the multilateral system, in particular the United Nations system, functions to support the implementation of MEAs, including the Aichi Biodiversity Targets in the area of biodiversity, and similar priorities in other areas of issue. The assessment will also consider the ways in which the Programme could strengthen its support for the implementation of MEAs. At the inter-agency level, subprogramme 4 will provide support and policy input on environmental governance in the United Nations System Chief Executives Board for Coordination and other inter-agency forums, and make use of the Environment Management Group to promote coherent policies and joint action by all organizations and MEA secretariats.

(b) To catalyse international efforts to pursue the implementation of internationally agreed objectives and goals, UNEP will support the further development and implementation of international environmental law, norms and standards, in particular those addressing the goals, targets and commitments identified in the outcomes of United Nations summits and conferences, and that strengthen relevant institutions. In that context, in partnership with other United Nations institutions, UNEP will support the efforts of Governments to develop and enforce environmental legislation, and to comply with international environmental standards and obligations. Such support will include legal technical assistance and training, and other legal capacity-building activities. Strategic direction in this area will be given by the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV), adopted by the Governing Council in its decision 25/11. UNEP will also contribute to

[11] Given that the mandate of UNEP relates to the environmental dimension of sustainable development, the term "environmental sustainability" should be understood in that context.

improving public participation in decision-making at the national, subregional, regional and global level by promoting the active participation of stakeholders in accordance with principle 10 of the Rio Declaration on Environment and Development, and the application of the Guidelines for the Development of National Legislation on Access to Information, Public Participation and Access to Justice in Environmental Matters, as adopted by the Governing Council in its decision SS.XI/5.

(c) To support countries in mainstreaming environmental sustainability in their national, subregional and regional environmental governance processes, policies and plans, UNEP will support subregional and regional ministerial and other intergovernmental forums to address environmental and sustainable development issues, including those of a transboundary nature, and will catalyse support from partners in the implementation of their programmes of action. UNEP, including through the joint UNDP-UNEP PEI, will also support Governments to mainstream environmental considerations in their development planning processes, by supporting the incorporation of such considerations into common country assessments, UNDAFs and associated implementation programmes through partnership with relevant United Nations institutions and in support of the "Delivering as one" initiative, carried out in pilot countries. UNEP will also help to ensure the alignment and coherence of UNEP and United Nations activities through such United Nations regional coordination structures as the regional United Nations Development Group teams and the regional coordination mechanisms of the United Nations. Particular attention will thus be placed on inter-agency cooperation, which will further improve the ability of UNEP to support Governments and United Nations country teams in addressing environmental governance, and will strengthen its engagement with other specialized agencies, funds and programmes of the United Nations system, as well as with departments and regional partners.

External factors

Subprogramme 4 is expected to achieve its objective and expected accomplishments based on the following assumptions:

(a) That the outcome of policy debate among Governments at intergovernmental processes within the United Nations system and the MEAs expresses clear support for enhancing synergy and coherence in environmental governance, with an unambiguous recognition of the role of UNEP and support for the strengthening of the Programme, as set out in the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want";

(b) That Governments and relevant national authorities demonstrate a clear commitment to strengthening environmental governance processes within the context of sustainable development, recognizing the role of major groups and stakeholders in such processes.

Expected accomplishments	Indicators of achievement
(a) The United Nations system and multilateral environmental agreement bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of action on environmental issues	(a) (i) Increase in the number of joint initiatives to handle environmental issues in a coordinated manner across the United Nations system and by multilateral environmental agreement bodies *Unit of measure:* number of resolutions, decisions, policy statements and other formal outcomes of the work of the principal organs of the United Nations, other intergovernmental bodies of the United Nations system and the governing bodies of MEAs that demonstrate progress in the coordinated handling of environmental issues December 2011 (baseline): 8 December 2013 (estimate baseline): 11 Progress expected by December2014: 12 December 2015 (target): 15 (ii) Increase in the number of collaborative arrangements with the secretariats of selected multilateral environmental agreements which result in increased coherence and synergy between the UNEP programme of work and the programme of work of those agreements *Unit of measure:* number of programmatic arrangements jointly undertaken by multilateral environmental agreement secretariats and the UNEP secretariat that focus on making progress towards increased coherence and synergy in the delivery of programmes of work

	December 2011 (baseline): 25 December 2013 (estimate baseline): 27 Progress expected by December 2014: 29 December 2015 (target): 32
(b) The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals, and to comply with related obligations is enhanced	(b) (i) Increase in the number of legal and institutional measures taken by countries to improve the implementation of internationally agreed environmental goals and objectives *Unit of measure:* number of national policies, legislative and administrative actions, and institutional measures taken to improve the implementation of the goals and objectives contained in international treaties and internationally agreed legally non-binding instruments in the field of the environment December 2011 (baseline): 0 December 2013 (estimate baseline): 0 Progress expected by December 2014: 9 December 2015 (target): 18 (ii) Increase in the number of initiatives taken by countries to monitor and achieve compliance with, and enforcement of, international environmental obligations *Unit of measure:* number of national policies, and legal and administrative measures taken by Governments to evaluate the compliance status of their countries with international environmental obligations, or the enforcement thereof December 2011 (baseline): not applicable December 2013 (estimate baseline): 2 Progress expected by December 2014: 3 December 2015 (target): 4 (iii) Increase in the number of initiatives and partnerships of major groups and stakeholders in support of the development and implementation of national and international environmental law *Unit of measure:* number of formal partnerships between UNEP and major groups and stakeholders December 2011 (baseline): not applicable December 2013 (estimate baseline): 3 Progress expected by December 2014: 4 December 2015 (target): 5

(c) Countries increasingly mainstream environmental sustainability in national and regional development policies and plans	(c) (i) Increase in the number of national development plans and UNDAFs in targeted countries that incorporate the principles of environmental sustainability with the assistance of UNEP and the joint UNDP-UNEP PEI *Unit of measure*: number of UNDAFs that incorporate environmental sustainability December 2011 (baseline): 52 December 2013 (estimate baseline): 62 Progress expected by December 2014: 76 December 2015 (target): 85 *Unit of measure*: number of national, subnational and sectoral development plans and budgets supported by PEI that show pro-poor environmental mainstreaming December 2011 (baseline): 23 December 2013 (estimate baseline): 27 Progress expected by December 2014: 33 December 2015 (target): 44 (ii) Increase in the number of policies and plans from subregional and regional forums that incorporate the principles of environmental sustainability *Unit of measure*: number of policies and plans from subregional and regional forums that incorporate environmental sustainability December 2011 (baseline): not applicable December 2013 (estimate baseline): 5 Progress expected by December 2014: 9 December 2015 (target): 12

Causal relationship

To strengthen synergies and coherence in environmental governance to facilitate the transition towards environmental sustainability within the context of sustainable development, UNEP, through the activities of subprogramme 4, will support Governments and relevant organizations in making informed decisions and taking action on environmental matters at the national, subregional, regional and global levels, as set out in its three expected accomplishments.

Regarding expected accomplishment (a), synergies and policy coherence on environmental issues in the United Nations system and the MEAs will be facilitated by UNEP though its support to the relevant intergovernmental processes, including those actions for following up the outcomes of the United Nations Conference on Sustainable Development (Rio+20) (output 1). UNEP will provide technical support to Governments in the development of the sustainable development goals, focusing in particular on internationally agreed environmental goals and the promotion of such goals as tools for institutional approaches (output 2). At the inter-agency level, improved coordination and increased coherence in policies and actions on environmental matters across the United Nations system will be pursued by providing support to such United Nations system coordinating bodies as the Environment Management Group, the Chief Executives Board and the United Nations Development Group (output 3). Recognizing the important role of MEAs in achieving environmental sustainability within the context of sustainable development, as highlighted in the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want", support will be provided for the implementation of those agreements, in particular through collaborative arrangements with their secretariats (output 4). As part of its institutional support to Governments and MEA secretariats, UNEP will provide legal and technical services to support them in the operation and implementation of the various MEAs (output 5). Improved governance and institutional arrangements concerning transboundary environmental issues, in particular those at the subregional and regional levels, will be also addressed by providing support to Governments and other organizations concerned (output 6). Those six outputs will contribute to achieving increased synergy and coherence in environmental policies and actions among the United Nations system and MEA bodies.

With regard to expected accomplishment (b), particular focus will be placed on supporting the efforts of Governments to achieve internationally agreed environmental objectives and goals through strengthened law and institutions. The Programme will support Governments to develop and undertake legal and institutional measures as identified in the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV) (output 1) and will provide legal technical support to countries to assist them in implementing, monitoring and complying with their international environmental obligations (output 2). In the light of the Bali Strategic Plan and the outcome of the World Congress on Justice, Governance and Law for Environmental Sustainability, held in Rio de Janeiro, Brazil, from 17–20 June 2012 in conjunction with the Rio+20 process, particular focus will be placed on capacity-building of the judiciary, enforcement and other relevant sectors, building on existing international initiatives on illegal trade and environmental crime, including with MEA secretariats and relevant agencies (output 3). Support will also be provided for improving the engagement of major groups and stakeholders in governmental efforts in the above areas by further promoting the application of principle 10 of the Rio Declaration on Environment and Development on access to information, public participation in decision-making and access to justice on environmental matters (output 4). Those four outputs will contribute to enhancing the capacity of countries to develop and enforce legislation and to strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations.

Regarding expected accomplishment (c), the number of national development plans and UNDAFs in targeted countries that incorporate the principles of environmental sustainability will be increased, by providing support to United Nations country teams and United Nations common country programming processes (UNDAFs and action plans and the "One-UN" initiative) to strengthen the mainstreaming of environmental sustainability, including for enhancing national compliance with relevant obligations under the MEAs (output 1) and by providing support to countries and regional organizations to integrate environmental sustainability into sectoral, inter-sectoral and national development planning processes and related financial instruments, including support to countries to address the links between poverty and environment (output 2). The number of policies and plans from subregional and regional forums that incorporate the principles of environmental sustainability will be increased, by providing support for effective policy exchange and political dialogue on environment and development issues through subregional and regional ministerial and other intergovernmental and multi-stakeholder forums and mechanisms (output 3). Together, the outputs will create the enabling conditions for countries and the United Nations system to increasingly mainstream environmental sustainability in national, subregional and regional development policies and plans, and will consequently facilitate the transition towards environmental sustainability within the context of sustainable development.

Outputs planned for the biennium in pursuit of expected accomplishment (a): The United Nations system and multilateral environmental agreement bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of action on environmental issues			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Technical support provided to Governments to facilitate their decision-making in intergovernmental processes with a view to strengthening the coordinated undertaking of joint initiatives on environmental issues by the United Nations system and multilateral environmental agreements	DELC	DEWA Regional offices	Global/Regional
2. Technical support provided to Governments in the development of the sustainable development goal, focusing in particular on internationally agreed environmental goals	DELC	DEWA	Global
3. Technical support provided to the Environment Management Group, the Chief Executives Board and the United Nations Development Group to prepare and implement United Nations system-wide strategies on the environment and multilateral environmental agreement priorities, including the Sustainable United Nations initiative, and to regional coordination mechanisms and regional United Nations Development Group teams for increasing coherence and synergy on environmental issues in United Nations regional policies and strategies	DELC	Regional offices DTIE	Global/Regional
4. Technical support provided to Governments to facilitate coherence and synergy in the implementation of MEAs through collaborative arrangements between UNEP and MEA secretariats and through the provision of information and knowledge bases	DELC	DTIE DEPI	Global
5. Legal and technical services provided to support Governments and MEA secretariats in the operation and implementation of the multilateral environmental agreements	DELC	DTIE DEPI	Global
6. Technical assistance, advisory services and secretariat support provided to transboundary processes and mechanisms	Regional Support Office		Regional

Outputs planned for the biennium in pursuit of expected accomplishment (b): The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals, and to comply with related obligations is enhanced			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Technical support provided to Governments to develop and undertake legal and institutional measures as identified in the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV)	DELC		Global/regional
2. Legal technical assistance provided to support initiatives by countries to implement, monitor and achieve compliance with, and enforcement of, international environmental obligations, including those set out in multilateral environmental agreements	DELC	Regional offices	Global/regional
3. Legal and technical support provided to strengthen the capacity of national judiciary, enforcement sector, Government officials and other legal stakeholders to advance justice, governance and law for environmental sustainability, in particular through an international institutional network for that purpose and a follow-up to the World Congress on Justice, Governance and Law for Environmental Sustainability	DELC	Regional offices	Global/regional
4. Technical support and advisory services provided to Governments and major groups and stakeholders, drawing on best practice and models from relevant multilateral institutions to promote the effective engagement of major groups and stakeholders in decision-making, access to information and access to justice in environmental matters (principle 10 of the Rio Declaration on Environment and Development)	Secretariat of Governing Bodies and Stakeholders	DCPI DELC DEWA	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (c): Countries increasingly mainstream environmental sustainability in national and regional development policies and plans			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Support provided to United Nations country teams and United Nations common country programming processes (UNDAFs and action plans and "One United Nations" initiatives) to strengthen the mainstreaming of environmental sustainability and multilateral environmental agreement priorities	Regional Support Office	DEPI DTIE Regional offices	Regional
2. Support provided to countries and regional organizations to integrate environmental sustainability and multilateral environmental agreements MEA priorities into sectoral and inter-sectoral development planning processes and related financial instruments, including support to countries to address the links between poverty and environment	Regional Support Office	DEPI DTIE DELC Regional offices	Global/regional
3. Support provided for effective policy exchange and political dialogue on environmental and development issues through subregional and regional ministerial and other intergovernmental and multi-stakeholder forums and mechanisms	Regional Support Office	Regional offices	Regional

Resource requirements

Table 16
Resource projections by category: environmental governance

Category	Resources (thousands of United States dollars) 2012–2013	Changes	2014–2015	Posts 2012–2013	Change	2014–2015
A. Environment Fund						
Post	27 436	(14 496)	12 940	118	(63)	55
Non-post	14 187	(5 232)	8 955			
Subtotal A	**41 622**	**(19 728)**	**21 895**	**118**	**(63)**	**55**
B. Trust and earmarked funds[a]						
Trust and earmarked funds	39 077	(11 731)	27 346	49	(9)	40
Subtotal B	**39 077**	**(11 731)**	**27 346**	**49**	**(9)**	**40**
C. GEF trust funds						
GEF trust funds	–	–	–	–	–	–
Subtotal C	–	–	–	–	–	–
D. Programme support costs						
Programme support costs	1 426	(428)	998	5		5
Subtotal D	**1 426**	**(428)**	**998**	**5**	–	**5**
E. Regular budget						
Post	3 346	2 843	6 189	10	7	17
Non-post	166	156	323			
Subtotal E	**3 512**	**3 000**	**6 512**	**10**	**7**	**17**
Total (A+B+C+D+E)	**85 638**	**(28 887)**	**56 751**	**182**	**(65)**	**117**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

Table 17

Resource projections by organizational unit: environmental governance

	Resources (thousands of United States dollars)			*Posts*		
Category	*2012–2013*	*Changes*	*2014–2015*	*2012–2013*	*Change*	*2014–2015*
A. DEWA						
(i) Environment Fund						
Post	4 326	(3 142)	1 184	16	(12)	4
Non-post	1 415	(766)	649			
(ii) Other funds[a]	1 182	(176)	1 006	5	(3)	2
Subtotal A	**6 923**	**(4 085)**	**2 839**	**21**	**(15)**	**6**
B. DELC						
(i) Environment Fund						
Post	6 310	(3 807)	2 503	26	(13)	13
Non-post	2 008	(172)	1 837			
(ii) Other funds[a]	6 419	6 089	12 507	13	5	18
Subtotal B	**14 737**	**2 110**	**16 847**	**39**	**(8)**	**31**
C. DEPI						
(i) Environment Fund						
Posts	2 521	58	2 580	8	4	12
Non-post	1 120	1 473	2 593			
(ii) Other funds[a]	-	8 501	8 501	–	2	2
Subtotal, C	**3 641**	**10 032**	**13 674**	**8**	**6**	**14**
D. DTIE						
(i) Environment Fund						
Post	–	316	316	–	1	1
Non-post	–	461	461			
(ii) Other funds[a]	–	1 006	1 006	–	–	–
Subtotal D	–	**1 783**	**1 783**	–	**1**	**1**
E. Regional offices, Regional Support Office and major groups and stakeholders						
(i) Environment Fund						
Post	10 636	(4 835)	5 801	50	(27)	23
Non-post	6 958	(4 213)	2 745			
(ii) Other funds[a]	35 226	(23 908)	11 318	44	(5)	39
Subtotal E	**52 820**	**(32 956)**	**19 864**	**94**	**(32)**	**62**
F. DCPI						
(i) Environment Fund						
Post	3 642	(3 085)	557	18	(16)	3
Non-post	2 686	(2 015)	670			
(ii) Other funds[a]	1 188	(670)	518	2	(1)	1
Subtotal F	**7 516**	**(5 771)**	**1 745**	**20**	**(17)**	**4**
Total (A+B+C+D+E+F)	**85 638**	**(28 887)**	**56 751**	**182**	**(65)**	**117**
(i) Total Environment Fund	**41 622**	**(19 728)**	**21 895**	**118**	**(63)**	**55**
(ii) Total other funds[a]	**44 015**	**(9 159)**	**34 856**	**64**	**(2)**	**62**
Total	**85 637**	**(28 887)**	**56 751**	**182**	**(65)**	**117**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

Subprogramme 5
Chemicals and waste

Objective

To promote the transition of countries to the sound management of chemicals and waste in order to minimize impact on the environment and human health.

Strategy

Responsibility for the coordination of the subprogramme on chemicals and waste rests with the Director of the Division of Technology, Industry and Economics. UNEP will work to catalyse action towards the sound management of chemicals and waste, including through multi-stakeholder partnerships and strategic alliances that will serve to scale up the use of tools and guidelines, improve the mainstreaming of chemical and waste management in health and other key sectors, and consolidate the scientific evidence underpinning ongoing efforts in international chemical and waste management initiatives. Key partners are the chemical and waste related-MEA secretariats and organizations participating in the Inter-organization Programme for the Sound Management of Chemicals (IOMC), comprising UNEP, FAO, ILO, OECD, UNDP, UNIDO, UNITAR, the World Health Organization and the World Bank. UNEP will also leverage impact through its role as a GEF implementing agency. The UNEP strategy in this area is threefold:

(a) UNEP will work to strengthen the institutional capacity and policy instruments, including regulatory frameworks, needed for the sound management of chemicals and waste and for the implementation of related MEAs. This will be achieved by facilitating international chemicals management through the provision of secretariat support to the Strategic Approach to International Chemicals Management and its Quick Start Programme, as agreed at the third session of the International Conference on Chemicals Management, held in Nairobi from 17 to 21 September 2012. UNEP will also support the continuing work of the intergovernmental negotiating committee to prepare a global legally binding instrument on mercury following the anticipated diplomatic conference in 2013. Subprogramme 5 will also work closely with the subprogramme 4 on environmental governance on work related to synergies among the chemicals and waste-related MEAs. At the national level, UNEP will upon request support countries to catalyse inter-ministerial and, where appropriate, multi-stakeholder engagement to achieve coherent and effective regulatory, voluntary and market-based policies that address sound chemicals management and the obligations of chemicals and waste MEAs integrating them into national policies, programmes and strategies. Furthermore, UNEP will promote multilateral and bilateral support addressing sound chemicals and waste management including through existing development planning processes. UNEP will, upon request, provide support to national and regional enforcement agencies to reduce illegal trafficking of controlled chemicals and waste.

(b) UNEP will also support countries, upon request, to assess and manage chemical risks. The Programme will also bring emerging issues for the sound management of chemicals to the attention of the international community. Priority actions will be supported through the development, dissemination and demonstration of the scientific and technical knowledge, tools and assessments needed to implement sound chemicals management. Activities will include keeping under review trends in the production, handling, movement, use, release and disposal of chemicals, in order to determine their environmental, health and socio-economic impact, and raising awareness of emerging issues. UNEP will also help countries to develop their capacity to use the scientifically robust and technically sound advice and guidelines developed by the Programme on the risk assessment and management of chemicals, including those listed in the MEAs on mercury, lead and cadmium. Activities will be closely coordinated with the secretariats of the chemical MEAs to ensure the cost-effective provision of assistance to countries in the implementation of those treaties, the Strategic Approach to International Chemicals Management (SAICM) and such other supporting international programmes as the GPA.[14]

(c) Finally, UNEP will bring emerging issues related to the sound management of wastes to the attention of the international community and support national, regional and global efforts to minimize waste generation and manage wastes using environmentally sound means, ensuring synergy between the various areas of work undertaken by UNEP on the sound management of chemicals. Where appropriate, the subprogramme will take advantage of the competencies gained in supporting the Marrakech process to boost resource recovery from wastes. Priority actions will focus on the development, dissemination and demonstration of the use of scientific and technical knowledge and tools to implement sound waste management, which will involve keeping under review trends in the production,

[14] The sound management of chemicals in agriculture and other land-based activities forms part of the GPA. UNEP works with the Global Partnership on Nutrient Management as a response to the "nutrient challenge" to find ways in which excess nutrients in the global environment can be reduced in a manner consistent with global development.

handling, movement and disposal of wastes in order to determine their environmental, health and socio-economic impact; and raising awareness of emerging issues. UNEP will also work in close cooperation with the Secretariat of the Basel Convention and its regional centres and partnerships to support countries in developing their capacity to use technically sound advice and guidelines on waste management to implement waste-related MEAs, including by developing methods and tools to evaluate progress and identify priorities for action towards sound waste management, and by building the analytical capacity of countries to fill information gaps.

External factors

The subprogramme and its expected accomplishments address chapter 19 of Agenda 21 and promote progress towards the goal set at the World Summit for Social Development, held in Copenhagen from 6 to 12 March 1995, that by 2020 chemicals will be produced and used in ways that minimize significant adverse impacts on the environment and human health. Outputs have been designed to support the development, evolution and implementation of the chemicals and waste MEAs and SAICM, as well as chemicals and waste priorities identified by the Governing Council. The work of the subprogramme responds to evidence presented in the Global Chemicals Outlook of the chemical intensification of economies through the increase in the production and use of chemicals, and in waste generation, frequently in the absence of effective chemical and waste management. The planned work will be catalysed through a range of strategic alliances and multi-stakeholder partnerships, involving Governments, inter-governmental organizations and non-governmental organizations. Efforts to boost national delivery of advisory and technical services and capacity-building will depend in part on enhanced coordination of United Nations delivery at the country level.

Expected accomplishments

(a) Countries increasingly have the necessary institutional capacity and policy instruments to manage chemicals and waste in a sound manner, including the implementation of related provisions in the multilateral environmental agreements

Indicators of achievements

(a) (i) Increase in the number of countries reporting the adoption of policies for the sound management of chemicals and waste

Unit of measure: number of countries reporting the adoption of such policies

December 2011 (baseline): 162

December 2013 (estimate): 171

December 2014 (estimate): 178

December 2015 (target): 185

(ii) Increase in the number of countries reporting the use of economic and market-based incentives, business policies and practices that promote the sound management of chemicals and waste

Unit of measure: number of countries reporting the use of economic and market-based incentives, business policies and practices

December 2011 (baseline): 49

December 2013 (estimate): 49 (based on performance info)

December 2014 (estimate): 53

December 2015 (target): 57

(iii) Increase in the number of countries reporting the use of industry reporting schemes that promote take-up of the sound management of chemicals and waste

Unit of measure: number of countries reporting the use of industry reporting schemes

December 2011 (baseline): not applicable (new indicator)

December 2013 (estimate): 25

December 2014 (estimate): 27

December 2015 (target): 29

(b) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and related multilateral environmental agreements	(b) (i) Increase in the number of Governments addressing priority chemical issues, including their obligations under the chemicals MEAs, through the use of risk assessment and management tools provided by UNEP *Unit of measure*: number of Governments using risk assessment and management tools provided by UNEP to address priority chemical issues December 2011 (baseline): 40 December 2013 (estimate): 72 December 2014 (estimate): 80 December 2015 (target): 90 (ii) Increase in the number of businesses and industries addressing priority chemical issues through the use of risk assessment and management tools provided by UNEP *Unit of measure*: number of private-sector entities using risk assessment and management tools provided by UNEP to address priority chemical issues December 2011 (baseline): 52 December 2013 (estimate): 65 December 2014 (estimate): 70 December 2015 (target): 77 (iii) Increase in the number of civil society organizations addressing priority chemical issues under the chemicals MEAs through the use of risk assessment and management tools provided by UNEP *Unit of measure*: number of civil society organizations using risk assessment and management tools provided by UNEP to address priority chemical issues December 2011 (baseline): 58 December 2013 (estimate): 70 December 2014 (estimate): 79 December 2015 (target): 88
(c) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and related multilateral environmental agreements	(c) (i) Increase in the number of Governments addressing priority waste issues, including their obligations under the related MEAs, through the use of tools and methodologies provided by UNEP *Unit of measure*: number of Governments addressing priority waste issues using tools and methodologies provided by UNEP December 2011 (baseline): 10 December 2013 (estimate): 15 December 2014 (estimate): 20 December 2015 (target): 25 (ii) Increase in the number of businesses and industries addressing priority waste issues through the use of tools and methodologies provided by UNEP *Unit of measure*: number of private-sector entities using risk assessment and management

tools provided by UNEP to address priority waste issues

December 2011 (baseline): 10

December 2013 (estimate): 15

December 2014 (estimate): 21

December 2015 (target): 27

(iii) Increase in the number of civil society organizations addressing priority waste issues under the waste-related MEAs through the use of risk assessment and management tools provided by UNEP

Unit of measure: number of civil society organizations using risk assessment and management tools provided by UNEP to address priority waste issues

December 2011 (baseline): 8

December 2013 (estimate): 18

December 2014 (estimate): 22

December 2015 (target): 26

Causal relationship

The objective of subprogramme 5 is to promote the transition of countries to the sound management of chemicals and waste to minimize impact on the environment and human health. It contributes to the WSSD goal that, by 2020, chemicals will be produced and used in ways that minimize significant adverse impact on the environment and human health. Making progress towards this goal requires actions by key actors at a number of levels.

Governments have long recognized that concerted action at the international level is required to address certain substances and practices of global concern. Over the past 30 years, Governments have adopted a number of MEAs that regulate chemicals and waste, and most Governments have ratified those conventions. Adopted by the International Conference on Chemicals Management on 6 February 2006 in Dubai, United Arab Emirates, SAICM provides a voluntary, multi-stakeholder policy framework that guides efforts more broadly towards the WSSD goal, and in 2009, Governments agreed to negotiate a global, legally-binding treaty on mercury.

Subprogramme 5 will continue to provide sound science and support national and international policy development and decision-making in relation to chemicals and wastes of concern and the relevant MEAs. Where concerted action may be warranted, it will convene Governments. It will provide secretariat support to SAICM and to the mercury treaty during the interim period prior to its entry into force.

In order to meet the objectives of the chemicals and waste MEAs and SAICM, each party must implement actions to meet its obligations under those treaties. In most cases, the treaties prohibit or limit the production, use, trade and release of particular substances or restrict and control the practices by which they are managed. It follows that Governments need to establish legal and regulatory frameworks and to monitor and enforce their operation. The subprogramme, using guidance developed in previous bienniums, will support countries to establish institutional, regulatory, economic and market-based control measures; to build systems and capacity for accident prevention and emergency preparedness; to strengthen controls on the illegal trafficking of chemicals and waste; and to ensure that the information needed for the sound management of chemicals and waste is provided by industry and made accessible to the full range of stakeholders.

Strengthening chemical and waste governance at the national level frequently requires actions beyond the direct mandate of the ministry of the environment; typically, a number of ministries and state administrations need to act. Mainstreaming the integration of chemical and waste priorities into national policies and programmes so that they may be included in national budgeting and sustainable development strategies attracting development assistance provides a means of developing cost-effective coherence between those actors. The subprogramme, working in partnership with other participating organizations of the IOMC as part of United Nations system country programming, and, in particular UNDP, will support such actions through the provision of advisory and guidance services. In this regard, the UNDP-UNEP partnership on chemicals mainstreaming will continue.

A barrier to such 'mainstreaming' is the lack of awareness of issues related to chemicals and waste across Governments. Raising awareness of and gaining attention for chemical and waste issues can be a challenge for under-resourced environment ministries. Where capacity for monitoring and enforcement is insufficient, the environmental degradation and exposure risks created by chemical and waste mismanagement go unrecorded and unaccounted for.

There is, however, increasing evidence that the hidden costs of inaction with regard to the sound management of chemicals and waste represent a significant burden on countries and threaten efforts towards sustainable development. Subprogramme 5, using methodologies developed in previous bienniums, will support countries to build the evidence-based assessments they need to identify and quantify the local cost of inaction and to establish the cost-benefit of alternative sound chemical and waste management approaches.

In parallel with actions by Governments, many of the initiatives towards the sound management of chemicals and waste need to be implemented by industry. In many cases, industrial development and investment result in the use of cleaner, more efficient techniques by more progressive enterprises. However, meeting MEA obligations and SAICM objectives more broadly requires all enterprises within an industry sector to operate within a harmonized regulatory framework that requires or encourages the take-up of the most appropriate environmental techniques and practices by all. Subprogramme 5 will therefore promote and catalyse improved performance by industry through the provision of expert guidance. The subprogramme already benefits from a number of multi-stakeholder partnerships that provide a basis for constructive dialogue between major groups, information and experience-sharing across industry groups, and immediate action on issues identified as being of high priority.

In many countries, the trade associations and larger enterprises that have the resources and incentive to partner with UNEP represent only a small component of the economy. They are typically "upstream" suppliers of chemicals or generators of wastes that represent the input resources for large numbers of small and medium-sized enterprises (SMEs), many of which may be operating only at the margins of, or outside, the formal economy. Such enterprises typically lack the resources necessary for even the simplest of sound management approaches and are thus responsible for a disproportionate share of the environmental and health risks. The subprogramme will therefore provide the economic assessments that justify extending producer responsibilities and product stewardship, and will seek to build supply chain relationships that bring about such changes, using cleaner production methodologies that provide SMEs with the means to improve their performance.

Action to reduce risks from chemicals and waste can also be taken by consumers, provided that they are informed and have the means to act. Consumer choice relies in part on the availability of and access to information about the presence, function and risks posed by particular substances in products. Community and consumer attention and local action can be instrumental in altering markets and in influencing product design, industry performance and Government policymaking. Subprogramme 5 will work with civil society organizations that are members of multi-stakeholder partnerships to inform and educate consumers about the safe use of chemicals, waste management systems and the broader actions that can be taken by communities.

Finally, stakeholders taking action towards the sound management of chemicals and waste need assurance that the measures they have taken are delivering the improvements they seek. The subprogramme will continue to provide thematic assessments at the global level, as well as capacity-building and methodologies at the regional and national level to support continuing monitoring and evaluation. In many cases, such systems can build on current efforts to develop scientific capacity for monitoring and evaluating the effectiveness of the chemicals and waste MEAs. A major goal during the biennium will be to build coordination between existing systems and networks to improve overall cost effectiveness.

Outputs planned for the biennium in pursuit of expected accomplishment (a): Countries increasingly have the necessary institutional capacity and policy instruments to manage chemicals and waste in a sound manner, including the implementation of related provisions in the multilateral environmental agreements			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Provision of secretariat services to SAICM and its financial mechanism	DTIE	DELC	Global
2. Provision of secretariat support services to the intergovernmental negotiating committee to prepare a global legally binding instrument on mercury during the interim period prior to its entry into force	DTIE	DELC	Global
3. Provision of secretariat support to expert networks developing legal and policy advice to countries to reduce risks from substances and practices identified by SAICM or restricted and controlled by multilateral environmental agreements	DTIE	DELC	Global
4. Provision of outreach and policy support for the compliance efforts of parties to the Montreal Protocol on Substances that Deplete the Ozone Layer	DTIE		Regional
5. Provision of consolidated advisory and support services that promote the sound management of chemicals at the national level, including its mainstreaming into national policies and programmes, instruments and schemes for the governance of production, use, trade and release of chemicals	DTIE	Regional offices	Regional
6. Provision of consolidated advisory and support services to facilitate the creation and adoption of policies and strategies contributing to sound integrated waste management	DTIE	DTIE DELC Regional offices	Regional

Outputs planned for the biennium in pursuit of expected accomplishment (b): Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement the sound management of chemicals and the related multilateral environmental agreements			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Scientific tools for the manipulation and visualization of compiled global datasets, providing indicators and evidence-based assessments of the effectiveness of international efforts towards sound chemicals management	DEWA		Global
2. Thematic assessments of the environmental transport and fate of chemicals, and monitoring of trends in the production, handling, movement, use, release and disposal of chemicals to catalyse coordinated action on chemical management within the United Nations system	DTIE	DEWA	Global
3. Methodologies to monitor and evaluate the impact of actions addressing the release of chemicals to support the sound management of harmful substances and multilateral environmental agreements implemented at the national level	DTIE	Regional offices	Global/regional
4. Scientific and technical services, delivered through multi-stakeholder partnerships, to build the capacity of Governments, the private sector and civil society to take action on the risks posed by chemicals, including those listed in the relevant multilateral environmental agreements, mercury, and lead and cadmium, as well as on unsound management practices	DTIE	Regional offices	Global/regional

5. Actions catalysed through the multi-stakeholder Global Partnership on Nutrient Management to reduce and, where possible, eliminate threats to aquatic environments from land-derived nutrients	DEPI		Global
6. Technical services to assist SMEs in the implementation of sound chemicals management, delivered with partners regionally and nationally	DTIE	Regional offices	Regional
7. Outreach tools and information schemes developed to inform and promote the sound management of specific substances (such as pesticides) to stakeholders	DTIE	DCPI	Global

Outputs planned for the biennium in pursuit of expected accomplishment (c): Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related multilateral environmental agreements			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Scientific assessments and secretariat support to the multi-stakeholder Global Partnership on Waste Management to focus attention and coordinate action on wastes and waste management practices of particular concern and to build the capacity of Governments, the private sector and civil society to take up sound waste management	DTIE		Global
2. Technical guidance on the most appropriate practices in the management of particular waste streams, developed and piloted to catalyse sound waste management and the implementation of waste-related multilateral environmental agreements	DTIE	Regional offices	Global/regional
3. Scientific and technical support provided to public-private partnerships to avoid hazardous waste generation through improved product design, addressing enhanced consumer concerns	DTIE		Global
4. Technical services demonstrating and implementing sound waste management techniques delivered regionally and nationally with strategic partners	DTIE	Regional offices	Regional

Resource requirements

Table 18

Resource projections by category: chemicals and waste

Category		Resources (thousands of United States dollars) 2012–2013	Changes	2014–2015	Posts 2012–2013	Changes	2014–2015
A.	Environment Fund						
	Post	13 128	2 040	15 169	53	(3)	50
	Non-post	6 415	9 592	16 007			
	Subtotal A	**19 543**	**11 632**	**31 175**	**53**	**(3)**	**50**
B.	Trust and earmarked funds[a]						
	Trust and earmarked funds	39 960	(8 559)	31 401	19	(3)	16
	Subtotal B	**39 960**	**(8 559)**	**31 401**	**19**	**(3)**	**16**
C.	GEF trust funds						
	GEF trust funds	24 644	(14 393)	10 251	5	(2)	3
	Subtotal C	**24 644**	**(14 393)**	**10 251**	**5**	**(2)**	**3**
D.	Programme support costs						
	Programme support costs	637	462	1 099	5	–	5
	Subtotal D	**637**	**462**	**1 099**	**5**	**–**	**5**
E.	Regular budget						
	Post	424	1 858	2 282	2	5	7
	Non-post	25	197	221			
	Subtotal E	**449**	**2 054**	**2 503**	**2**	**5**	**7**
	Total (A+B+C+D+E)	**85 233**	**(8 803)**	**76 430**	**84**	**(3)**	**81**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

Table 19

Resource projections by organizational unit: chemicals and waste

	Resources (thousands of United States dollars)			*Posts*		
Category	*2012–2013*	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A DEWA						
(i) Environment Fund						
Post	1 407	(522)	885	10	(6)	4
Non-post	452	33	485			
(ii) Other funds[a]	781	928	1 710	–	–	–
Subtotal A	**2 641**	**439**	**3 080**	**10**	**(6)**	**4**
B DELC						
(i) Environment Fund						
Post	1 092	131	1 224	5	(2)	3
Non-post	344	554	898			
(ii) Other funds[a]	1 416	(7)	1 409	1	–	1
Subtotal B	**2 853**	**678**	**3 531**	**6**	**(2)**	**4**
C DEPI						
(i) Environment Fund						
Post	993	(297)	696	3	(1)	2
Non-post	435	264	699			
(ii) Other funds[a]	921	(174)	748	–	–	–
Subtotal C	**2 349**	**(207)**	**2 142**	**3**	**(1)**	
D DTIE						
(i) Environment Fund						
Post	6 216	1 519	7 735	19	3	22
Non-post	3 225	8 070	11 295			
(ii) Other funds[a]	62 087	(25 047)	37 040	29	(2)	27
Subtotal D	**71 528**	**(15 459)**	**56 069**	**48**	**1**	**49**
E Regional offices, Regional Support Office and major groups and stakeholders						
(i) Environment Fund						
Post	3 094	624	3 718	15	–	15
Non-post	1 906	(375)	1 532			
(ii) Other funds[a]	391	2 289	2 680	–	2	2
Subtotal E	**5 391**	**2 539**	**7 929**	**15**	**2**	**17**
F DCPI						
(i) Environment Fund						
Post	326	586	912	1	3	4
Non-post	52	1 047	1 098			
(ii) Other funds[a]	93	1 574	1 668	1	–	1
Subtotal F	**471**	**3 207**	**3 678**	**2**	**3**	**5**

Category	*Resources (thousands of United States dollars)*			*Posts*		
	2012–2013	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
Total (A+B+C+D+E+F)	**85 233**	**(8 803)**	**76 430**	**84**	**(3)**	**81**
(i) Total Environment Fund	**19 543**	**11 632**	**31 175**	**53**	**(3)**	**50**
(ii) Total other funds	**65 690**	**(20 436)**	**45 254**	**31**	**–**	**31**
Total	**85 233**	**(8 803)**	**76 430**	**84**	**(3)**	**81**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

Subprogramme 6
Resource efficiency

Objective

To promote a transition in which goods and services are increasingly produced, processed and consumed in a sustainable way that decouples economic growth from resource use and environmental impact, while improving human well-being.

Strategy

Responsibility for the coordination of the subprogramme on resource efficiency rests with the Director of the Division of Technology, Industry and Economics. UNEP will support countries and other stakeholders to implement green economy policies within the context of sustainable development and poverty eradication, and to promote changes in unsustainable patterns of production and consumption in order to effect a transition to more inclusive and resource-efficient societies. The scientific foundations of the subprogramme will be strengthened, in particular through the findings of the International Resource Panel. UNEP will work with such key partners as the Department of Economic and Social Affairs of the Secretariat, UNDP, the United Nations Human Settlements Programme (UN-Habitat), ILO, the International Organization for Standardization, OECD, UNESCO, the United Nations Conference on Trade and Development, the United Nations Global Compact, the World Trade Organization and others, including through partnerships or joint initiatives such as the Partnership for Action on Green Economy, the International Resource Panel, the FAO-UNEP Agri-food Task-Force on Sustainable Consumption and Production, the Global Partnership for Sustainable Tourism, the joint UNEP-UNIDO Resource Efficient and Cleaner Production programme and Green Industry Platform, the Sustainable Buildings and Climate Initiative, UNEP Finance Initiative, the Global Initiative for Resource Efficient Cities, the joint UNEP-UNESCO YouthXchange Initiative, the joint UNEP-Society of Environmental Toxicology and Chemistry (SETAC) Life Cycle Initiative and the Global Sustainable Public Procurement Initiative to ensure consensus-building and the scaling-up of approaches.

The outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want", will provide overall guidance for the execution of the subprogramme. The implementation of the mandate provided to UNEP with the adoption at the Conference of the ten-year framework of programmes on sustainable consumption and production patterns will be key to the delivery of the subprogramme. UNEP will also further develop the Partnership for Action on Green Economy with other United Nations agencies, including ILO, sharing knowledge and best practice on the green economy, and providing technical assistance and capacity-building for countries and stakeholders, upon request, in the implementation of green economy policies within the context of sustainable development and poverty eradication. The strategy of the programme in the area of resource efficiency is threefold:

(a) UNEP will assist Governments and other public institutions at the subnational, national, regional and global levels – taking into account their specifications and priorities – to develop policies that support the transition to a green economy within the context of sustainable development and poverty eradication and that will promote sustainable consumption and production. Using the International Resource Panel as a key delivery mechanism, UNEP will assess material flows, resource pressures and impacts, including through the definition of indicators (taking into account existing internationally recognised work in that area and ongoing data collection efforts) and will provide countries with analyses to enable informed policymaking. The Programme will also continue to support global international processes that promote resource efficiency and contribute to the delivery of the ten-year framework of programmes on sustainable consumption and production patterns, for which the UNEP-led initiatives set out above will provide important implementation mechanisms, including through the provision of secretariat services. UNEP will help to develop capacity at national, regional and, increasingly, city level to put in place the enabling policy frameworks and economic instruments that promote resource efficiency, sustainable consumption and production, and a green economy within the context of sustainable development and poverty eradication. Such frameworks and instruments will include national economic assessments, guidance on fiscal and trade policies, market-based and legislative instruments and national action plans on sustainable consumption and production, as well as pilot projects that aim to demonstrate the benefits of accelerating the transition towards more resource-efficient societies.

(b) UNEP will also work to advance sustainability at the sectoral level and within and across global value chains (the entire supply chain of services and manufactured goods). To bring about change on the ground, mutually supportive policy tools and instruments and business strategies need to be developed in key sectors. To promote resource efficiency in the internal management practices of the business and financial community in companies of all sizes, UNEP will conduct life-cycle assessments, share knowledge of environmentally sustainable technologies and best practice. It will also provide benchmarking that contributes to the elaboration of voluntary or regulatory international norms and standards, and will support corporate social responsibility and sustainability reporting. Targeted sectors will include food (through the FAO-UNEP Agri-food Task Force on Sustainable Consumption and Production); banking, investment and insurance (through the UNEP Finance Initiative); construction and tourism, as well as related industries and sectors that are heavily dependent on natural resources and have a large environmental footprint. In order to achieve that objective, UNEP will engage with partners to build consensus on sustainability

criteria, combining key indicators, such as those on water efficiency and ecotoxicity, and will deliver demonstration projects that illustrate the benefits of synergistic public and private sector approaches and of efficient, clean, responsible and safe production methods. Such activities will build on the work of others in those fields, stimulating and encouraging cooperation between stakeholders, including those in business and academia.

(c) Finally, UNEP will seek to develop favourable policy and business conditions that enable more sustainable lifestyles, identifying the drivers of behavioural change and making the business case for increasing product sustainability and assisting decision makers in assessing the impact of regulations on consumer choice, including economic instruments and pricing. That objective will be achieved by strengthening the capacity of Governments and other public institutions to develop and implement policy measures to stimulate demand for more sustainable products, in particular sustainable public procurement, supporting infrastructure, sustainable lifestyles and other consumption-related policies and tools, including in the formal and informal education sector. The Programme will also work to improve the understanding of the effectiveness and environmental, social and economic impact of such policies on institutional, business and individual consumers, and on access to sustainable products. Furthermore, UNEP will support the use of such life cycle-based sustainable product information tools as eco-labelling and certification for consumers and market supply chain actors, building upon and making more accessible the methodologies and recommendations produced by the UNEP-SETAC Life Cycle Initiative.

The implementation of subprogramme 6 will complement and build upon the activities delivered under several other UNEP subprogrammes. Such complementarity will include the promotion of energy-efficient and other energy-related activities in the transport, mobility, building and manufacturing sectors (subprogramme 1); the integration of biodiversity values and ecosystem services (subprogramme 3) will complement the delivery of the green economy within the context of sustainable development and poverty eradication, and the conservation and preservation of the ecosystem services vital to agricultural production will complement the work on resource efficiency in the food sector; and waste management objectives (subprogramme 5) will be achieved in close relation with activities carried out at the city level and in waste minimization in supply chains.

External factors

The outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" acknowledges the potential of green economy policies in achieving sustainable development and poverty eradication. It also creates a renewed momentum to bring about change in patterns of sustainable consumption and production through the adoption of the ten-year framework of programmes. However, implementation and actual shifts in the economic paradigm and patterns of sustainable consumption and production will be dependent on the level of support from, and involvement of, individual countries, and will also rely upon Governments, businesses and society at large viewing resource efficiency as an opportunity in the context of the financial crisis, rather than as a limiting factor.

Expected accomplishments	Indicators of achievement
(a) Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and for the green economy are developed, shared and applied by policymakers, including in urban practices within the context of sustainable development and poverty eradication	(a) (i) Increase in the number of cities and countries that develop and integrate into policies, within the context of sustainable development and poverty eradication, the green economy and sustainable consumption and production approaches and tools *Unit of measure:* number of Governments and local authorities that have developed or started to implement new policies, regulations or economic instruments promoting resource efficiency and sustainable consumption and production December 2011 (baseline): 10 December 2013 (estimate): 21 Progress expected by December 2014: 25 December 2015 (target): 38 (i.e., 17 more than in December 2013) (ii) Increase in the number of references to UNEP assessments and reports in documents by Governments, companies and academics. *Unit of measure:* number of references to UNEP assessments and reports in Government and company documents and organizational reports, and in academic publications

	December 2011 (baseline): 0 references December 2013 (estimate): 120 references Progress expected by December 2014: 135 references December 2015 (target): 150 references (i.e., 30 more than in December 2013)
(b) Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies, business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication	(b) Increase in the number of stakeholders reporting improved management practices and adoption of more resource-efficient tools and instruments in sectoral policies *Unit of measure*: number of Governments, local authorities, companies and organizations reporting changes in their management practices, sectoral policies or strategies, or in their corporate and industrial processes through UNEP partners and technical networks December 2011 (baseline): 60 December 2013 (estimate): 82 Progress expected by December 2014: 100 December 2015 (target): 177 (i.e., 95 more than in December 2013)
(c) Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced	(c) (i) Increase in the number of public institutions and private sector organizations that develop and implement policies and measures conducive to more sustainable consumption patterns *Unit of measure*: number of Governments, companies and organizations that report changes in their policies and strategies towards more sustainable consumption patterns and lifestyles December 2011 (baseline): 20 December 2013 (estimate): 59 Progress expected by December 2014: 67 December 2015 (target): 82 (i.e. +23 compared to Dec 2013) (ii) Increase in the number of projects initiated by stakeholders to promote more sustainable lifestyles that are catalysed by UNEP *Unit of measure*: number of projects initiated by Governments, companies and other stakeholders to promote more sustainable lifestyles catalysed by UNEP December 2011 (baseline): 0 December 2013 (estimate): 10 Progress expected by December 2014: 18 December 2015 (target): 28 (i.e., 18 more than in December 2013)

Causal relationship

The objective of subprogramme 6 on resource efficiency is to promote a transition in which goods and services are increasingly produced, processed and consumed in a sustainable way that decouples economic growth from resource use and environmental impact, while improving human well-being.

With regard to expected accomplishment (a), in order to move towards such resource efficient societies, there is a need to strengthen the resource efficiency scientific base, providing a better understanding of the ways in which the use of resources and their environmental impact correlate with patterns of production and consumption, informing development opportunities and the potential of sustainable management of natural resources (output 1). In bridging science and policy, it is also critical to address specific knowledge gaps that impede delivery and innovation in policymaking towards more resource-efficient economies. Policymakers need to be provided with credible data and policy recommendations on economic, trade and fiscal policy analysis to support green investment in high-impact sectors, as well as ways to measure progress and evaluate impact. Addressing the practical research questions faced by many countries and sharing those through knowledge platforms will contribute to the emergence of a common framework to support countries to learn from one another (output 2).

The ten-year framework of programmes on sustainable consumption and production patterns, adopted at the Rio +20 conference, is an intergovernmental process that provides guidance, recommendations, exchange of best practice and policy tools, and builds capacity on the ground. Implementation of the framework is supported by UNEP, which provides its secretariat functions (output 3).Within the ten-year framework and beyond, resource-efficient policies can only be developed by Governments if they have the appropriate tools and methodologies to help shape their planning, piloting and integration into the delivery of policies and action plans (output 4) so that they can subsequently be replicated and scaled up, including through mainstreaming in UNDAF processes (output 5). In the context of rapid urbanization and growing pressure on natural resources, there is a parallel urgent need for coordinated action, with UN-Habitat in particular, on urban sustainability and to provide cities with a common framework for assessing environmental performance and encouraging innovative sustainability measures (output 6).

Regarding expected accomplishment (b), the enabling policy environment strengthened under expected accomplishment (a) is key to ensuring delivery, including at sectoral level, by both the public and private sectors, as the absence of a level playing field may discourage business from investing in resource efficiency. Bridging science and business, by providing an improved understanding of trends in resource scarcities, disseminating knowledge and sharing best practice in sustainable resource management, is an increasingly important parameter in running a successful business. Adapting the findings of the International Resource Panel to a business audience will be an important source of information in that respect. Furthermore, in order to drive change of corporate strategies and business practices and to identify "hotspots" to be addressed, it is essential to promote awareness and support the design and broader use of life cycle-based tools and methodologies to improve measurement of the environmental impact of organizations and companies (including the related disclosure of information through corporate sustainability reporting), as well as the application of a life cycle approach across supply chains (output 1). The identification of key points and key sectors of intervention can in turn enable the development of tailored technical guidance and tools to target industry sectors and actors at all levels of the supply chain (output 1). In order for such tools to be applied effectively and used optimally, their implementation needs to be accompanied by tailored technical assistance provided to relevant industries at the national and regional level, in particular for SMEs, in coordination with technical partners and United Nations system agencies, including in support of the transfer and dissemination of more resource-efficient technologies (output 2).

To accelerate the transition towards more resource-efficient societies, particular emphasis will be placed on promoting the integration of environmental and social considerations into the management practices of banks, insurance companies and investors (output 3), given the contribution they make to shaping the economy. Target sectors also include food and agriculture (output 4) and the building and construction sectors (output 5), given their high impact on the environment, and the services sector through tourism (output 6). In those sectors, the aim is to bring about change in policies, standard setting, technology and management practices, bringing together public and private sector stakeholders in partnership and close coordination with relevant agencies of the United Nations.

With regard to expected accomplishment (c), gains in resource efficiency are being absorbed by unsustainable consumption patterns and it is thus vital to place increased emphasis on addressing lifestyle changes, both through an enabling infrastructure and appropriate economic incentives. All stakeholders need to be mobilised in this respect. Individuals are key actors in such change, but there is a need to better understand their aspirations, practices and behaviour, and to explore the conditions and potential for lifestyle changes in order to be able to influence them (output 1). In turn, that can serve as a basis for developing campaigns to raise awareness of the benefits of more sustainable purchasing and encourage a shift towards more sustainable lifestyles (output 4). Based on this enhanced understanding, Governments, in their role as regulators and policymakers, will also able to put into place policies that are conducive to more sustainable consumption patterns. Furthermore, as institutional consumers, public authorities can also play a leadership and transforming role in changing their own public procurement practices (output 2). Providing understandable and verifiable information on product sustainability is also needed to guide consumers, both

individual and institutional, in their purchasing decisions, thus contributing to improving resource efficiency and sustainable practices along supply chains.

Outputs planned for the biennium in pursuit of expected accomplishment (a): Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and for the green economy are developed, shared and applied by policymakers, including in urban practices within the context of sustainable development and poverty eradication			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Resource use assessments and related policy options developed and provided to countries to support planning and policymaking	DTIE	DEWA Regional offices DCPI	Global/regional
2. Economic, trade and fiscal policy research, analysis and methodologies developed to share knowledge and support Governments and other stakeholders in developing and implementing green economy policies in the context of sustainable development and poverty eradication	DTIE	DEWA DCPI	Global
3. Secretariat service functions fulfilled and related financial and information-sharing mechanisms provided to support the delivery of the ten-year framework of programmes on sustainable consumption and production patterns	DTIE	Regional offices DCPI	Global/regional
4. Green economy and sustainable consumption and production, economic, legal and policy tools developed and provided to countries and regions to support integrated planning, the prioritization of key sectors of intervention and the development and pilot implementation of related action plans	DTIE	DELC Regional offices	Global/regional
5. Technical support provided to countries to replicate and upscale successfully piloted sustainable consumption and green economy approaches and tools and to mainstream resource efficiency in UNDAF processes	DTIE	Regional offices DELC	Regional
6. Policy support, training and technical assistance delivered to cities and local communities to support them in transitioning towards more resource-efficient policies and practices	DTIE	Regional offices DEPI	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (b): Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased in the context of sustainable development and poverty eradication			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Resource scarcity trends analyses and life cycle-based tools and methodologies to be developed and provided to businesses to enhance environmental innovation for sustainable development along supply chains and improve the measurement of environmental performance, including through corporate sustainability reporting	DTIE	DEWA Regional offices	Global/regional
2. Technical assistance provided at the national and regional levels to support the promotion and implementation of resource-efficient and cleaner production technologies and practices in industries, including small and medium-sized enterprises	DTIE	Regional offices	Regional
3. Technical guidance, tools and best practices developed and provided to financial services and capital markets stakeholders to improve the integration of environmental and social considerations into their business practices	DTIE	Regional offices	Global/regional
4. Economic analysis, technical and policy guidance provided to construction sector stakeholders and Governments to develop, adopt and implement policies and standards on resource efficiency in buildings and construction practices and related materials through the supply chains	DTIE	Regional offices	Global/regional
5. Economic analysis, technical and policy guidance provided and innovative practices promoted and supported across and within selected food supply chains for Governments, businesses and other stakeholders to develop, adopt and implement more resource-efficient management and sustainable agriculture practices, including minimizing food waste	DTIE	Regional offices	Global/regional
6. Economic analysis, technical and policy guidance provided to Governments and tourism stakeholders to develop, adopt and implement policies and standards on more sustainable tourism practices	DTIE	Regional offices	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (c): Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Research on citizens' individual behaviour with regard to sustainable lifestyles and related policy assessments provided to Governments and stakeholders to support decision-making	DTIE	DCPI Regional offices	Global/regional
2. Global partnership, tools and technical and policy support provided to Governments and other stakeholders to develop and implement sustainable public procurement	DTIE	Regional offices	Global/regional
3. Life-cycle-based information tools and methodologies, including eco-labelling, certification and product sustainability indicators, developed with and provided to Governments, businesses and other stakeholders	DTIE	Regional offices	Global/regional
4. Outreach and education tools and campaigns developed to raise awareness of citizens, particularly of young people, of the benefits of more sustainable purchasing and a shift towards more sustainable lifestyles	DCPI	DTIE Regional offices DEPI	Global/regional

Resource requirements

Table 20

Resource projections by category: resource efficiency

Category	Resources (thousands of United States dollars) 2012–2013	Changes	2014–2015	Posts 2012–2013	Changes	2014–2015
A. Environment Fund						
Post	18 081	3 527	21 608	54	21	75
Non-post	8 786	14 936	23 721			
Subtotal A	**26 867**	**18 463**	**45 329**	**54**	**21**	**75**
B. Trust and earmarked funds[a]						
Trust and earmarked funds	44 452	(16 351)	28 101	30	(3)	27
Subtotal B	**44 452**	**(16 351)**	**28 101**	**30**	**(3)**	**27**
C. GEF trust funds						
GEF trust funds	–	–	–	–	–	–
Subtotal C	–	–	–	–	–	–
D. Programme support costs						
Programme support costs	884	99	983	5		5
Subtotal D	**884**	**99**	**983**	**5**	–	**5**
E. Regular budget						
Post	406	2 132	2 538	3	6	9
Non-post	50	259	309			
Subtotal E	**456**	**2 391**	**2 847**	**3**	**6**	**9**
Total (A+B+C+D+E)	**72 658**	**4 601**	**77 260**	**92**	**24**	**116**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The number of posts funded from trust funds and earmarked contributions are indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

Table 21

Resource projections by organizational unit: resource efficiency

Category	*Resources (thousands of United States dollars)*			*Posts*		
	2012–2013	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A. DEWA						
(i) Environment Fund						
Post	1 583	621	2 204	5	2	7
Non-post	508	701	1 208			
(ii) Other funds[a]	–	1 326	1 326	–	–	–
Subtotal A	**2 090**	**2 648**	**4 738**	**5**	**2**	**7**
B. DELC						
(i) Environment Fund						
Post	455	686	1 141	1	5	6
Non-post	135	702	837			
(ii) Other funds[a]	214	803	1 017	2	–	2
Subtotal B	**804**	**2 192**	**2 995**	**3**	**5**	**8**
C. DEPI						
(i) Environment Fund						
Post	–	–	–	–	–	–
Non-post	–	–	–			
(ii) Other funds[a]	1 061	(513)	548			
Subtotal C	**1 061**	**(513)**	**548**	–	–	–
D. DTIE						
(i) Environment Fund						
Post	12 994	(599)	12 395	37	(1)	36
Non-post	6 756	11 342	18 099			
(ii) Other funds[a]	44 275	(22 142)	22 133	33	2	35
Subtotal D	**64 026**	**(11 399)**	**52 627**	**70**	**1**	**71**
E. Regional offices, Regional Support Office and major groups and stakeholders						
(i) Environment Fund						
Posts	2 138	2 455	4 593	8	11	19
Non-post	908	1 133	2 041			
(ii) Other funds[a]	–	5 332	5 332	2	1	3
Subtotal E	**3 046**	**8 920**	**11 966**	**10**	**12**	**22**
F. DCPI						
(i) Environment Fund						
Posts	912	363	1 275	3	3	6
Non-post	478	1 059	1 536			
(ii) Other funds[a]	242	1 332	1 575	1	–	1
Subtotal F	**1 632**	**2 754**	**4 386**	**4**	**3**	**7**

Category	Resources (thousands of United States dollars) 2012–2013	Changes	2014–2015	Posts 2012–2013	Changes	2014–2015
Total (A+B+C+D+E+F)	**72 658**	**4 601**	**77 260**	**92**	**24**	**116**
(i) Total Environment Fund	**26 867**	**18 463**	**45 329**	**54**	**21**	**75**
(ii) Total other funds[a]	**45 792**	**(13 861)**	**31 931**	**38**	**3**	**41**
Total	**72 658**	**4 601**	**77 260**	**92**	**24**	**116**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

Subprogramme 7
Environment under review

Objective

To empower stakeholders in decision-making and policymaking through the provision of scientific information and knowledge and by maintaining the world environment under review.

Strategy

Responsibility for the coordination of the subprogramme on environment under review rests with the Director of the Division of Early Warning and Assessment. This subprogramme aims to review the state of the global environment to help to ensure that emerging environmental problems of international significance are prioritized and receive consideration by Governments in accordance with UNEP core mandate.[15] To achieve that, the Programme will work with key partners active in the environmental information, communication and policy sphere, including scientific bodies, mechanisms and platforms of the Access Initiative, the three Rio Conventions (CBD, the United Nations Framework Convention on Climate Change and the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa), the Global Earth Observation System of Systems, the International Council for Science, IPBES, the United Nations regional economic commissions and other relevant regional institutions, OECD, Online Access to Research in the Environment, MEA secretariats and sister United Nations agencies, in particular the United Nations Statistics Division and the Scientific Committee on Problems of the Environment, and national data centres and initiatives. The aim is to provide early warning information on emerging issues, undertake environmental assessments, and provide support to countries to generate environmental data to inform decision-making at all levels. Subprogramme 7 will ensure coherence across all subprogrammes on the generation, analysis and communication of their thematic assessments, which will continue to be budgeted within those subprogrammes. The UNEP strategy in subprogramme 7 is threefold:

(a) UNEP will work to facilitate policymaking at the national, regional and global level through the development of integrated assessments that provide sound science as a basis for decision-making. To achieve that, the Programme will develop tools and methods to integrate environmental, economic and social information. UNEP will ensure the scientific credibility and policy relevance of its integrated assessments, including through the utilization of internationally agreed environmental goals to assess the state of the environment. Collaboration with policymakers will therefore be key to understanding their perspectives and needs in order to ensure the utility of the integrated assessments. UNEP will also work with United Nations sister agencies and MEA secretariats to increase coherence across the United Nations system in relation to environmental assessments, and particularly in ensuring the utility of its findings to the work of agencies within the United Nations system. Seeking complementarity and avoiding duplication with other major environmental assessments and GEF priority-setting processes will be key to achieving the objective of the subprogramme. For example, the Programme will work with CBD secretariat to identify how best to support the analysis of attainment of the Aichi Biodiversity Targets. The work under this subprogramme will provide the science-based information to enhance the implementation of subprogramme 4 on environmental governance. Furthermore, UNEP will use new cutting-edge information and communication technologies to enlarge its information base, and enhance the efficiency of the assessment process and its overall impact;

(b) UNEP will also develop and disseminate scenarios and models on environmental trends by identifying empirical data available in different localities and plugging information gaps to provide early warning of emerging problems. Such activities will develop or consolidate scientific approaches for the identification of critical thresholds, emerging issues and other priorities deemed worthy of consideration by the scientific and policymaking communities. The production of publications and other awareness-raising materials will ensure that the knowledge generated is disseminated and customized for a wide range of stakeholders, including United Nations agencies and other targeted external stakeholders, based on the issues identified, their locality and their relevance to particular groups;

(c) Finally, UNEP will provide countries with policy advice and technical support to increase their ability to generate, access and analyse integrated environmental information, and will continue to work in partnership with United Nations agencies, think-tanks, and scientific and academic institutions to improve the quality and utility of scientific information and knowledge generated at the national, subregional and regional level. Moreover, UNEP will contribute to improving equitable access to information for improved decision-making at the national, regional and global levels in line with principle 10 of the Rio Declaration on Environment and Development. That will be achieved by facilitating the participation of major groups and stakeholders of civil society in information needs assessments, the generation and collection of data and information, and the dissemination of information at the local and national level. UNEP will draw on the

expertise and networks of its partners, including developed and developing countries and organizations that maintain national, regional and thematic environmental information systems to identify data gaps and build the capacity of stakeholders to better access, generate and use information in shaping decisions that lead toward an equitable and sustainable development pathway.

External factors

Key external factors over which UNEP does not have control, but which present a potential risk to the success of subprogramme 7 include the willingness of Governments to provide access to the key environmental and related socio-economic data necessary for conducting assessments through interactive platforms; the quality of data and information provided by data owners (including Governments, institutions and the research community); and the extent to which Governments make active use in their decision-making and policymaking processes of data and information made accessible through the work of UNEP.

Expected accomplishments	Indicators of achievement
(a) Global, regional and national policymaking is facilitated by environmental information made available on open platforms	(a) (i) Increase in the number of United Nations agencies and MEAs using data on environmental trends identified through UNEP to influence policy *Unit of measure:* number of United Nations agencies and MEAs that cite UNEP online information platforms and UNEP documents or reports containing data on environmental trends in their policy statements and documents (for example, UNDAFs or United Nations Development Group training materials) December 2011 (baseline): 0 December 2013 (estimate): 5 Progress expected by December 2014: 7 December 2015 (target): 9 (ii) Increase in the number of national, regional and global forums and institutions using data on environmental trends identified through UNEP to influence policy *Unit of measure:* number of national, regional and global forums and institutions that cite UNEP documents, reports, speeches and press releases on environmental trends in their documents and policy statements December 2011 (baseline): 0 December 2013 (estimate): 20 Progress expected by December 2014: 25 December 2015 (target): 30
(b) Global, regional and national assessment processes and policy planning are informed by emerging environmental issues	(b) (i) Increase in the number of stakeholders surveyed that acknowledge the uptake of scenarios and early warning on emerging environmental issues in their assessment and policy development processes *Unit of measure:* number of United Nations agencies, MEAs, other forums and networks, institutions and national Governments surveyed that acknowledge the uptake of scenarios and early warning on emerging environmental issues in their assessment and policy development processes December 2011 (baseline): 0 December 2013 (estimate): 3 Progress expected by December 2014: 7 December 2015 (target): 10 (ii) Number of registered participants in organizations for children and young people, sports

	organizations and World Environment Day that undertake activities on the UNEP website or report through UNEP networks as a result of targeted messaging on emerging environmental issues December 2011 (baseline): 225 December 2013 (estimate): 230 Progress expected by December 2014: 250
(c) The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge is enhanced	(c) (i) Increase in the number of countries that take the lead in generating, analysing, managing and using environmental information in comparable formats and making such information and knowledge available to the public and policymakers *Unit of measure:* number of countries developing information systems, documents or reports that include analysed data and information originating from UNEP outputs and processes (for example, citations in such documents as green economy transition plans or climate change and disaster risk reduction action plans) December 2011 (baseline): 0 December 2013 (estimate): 0 Progress expected by December 2014: 2 December 2015 (target): 5 (ii) Increase in the number of countries making available credible, nationally generated data and providing access to country-specific environmental information in comparable formats on public platforms *Unit of measure:* number of countries making new or additional environmental data sets and public platforms in comparable formats (for example, on websites or in information or data portals) accessible to the public December 2011 (baseline): 0 December 2013 (estimate): 0 Progress expected by December 2014: 3 December 2015 (target): 5 (iii) Increased number of major groups and stakeholders surveyed that acknowledge their involvement in the generation of, access to and use of environmental information available on public platforms *Unit of measure:* number of surveyed accredited major groups and stakeholders acknowledging involvement in the generation of, access to and use of environmental information made available on public platforms December 2011 (baseline): 0 December 2013 (estimate): 0 Progress expected by December 2014: 20 December 2015 (target): 35 (iv) Increase in the number of major UNEP publications in languages other than English made accessible through UNEP-developed online platforms. December 2011 (baseline): 0 December 2013 (estimate): 2 Progress expected by December 2014: 3 December 2015 (target): 4

Causal relationship

Information, based on the best science available, is most relevant for stakeholders if there is free, easy, timely and appropriate access, and if it is available in a format that allows stakeholders to understand and digest the information for their particular purposes. For that reason, the subprogramme includes not only expected accomplishments and outputs that aim to increase the availability of information on open platforms, but also expected accomplishments and outputs (in line with the Bali Strategic Plan) that aim to build the capacity of Governments, United Nations agencies, major groups and other stakeholders to access, analyse, communicate and use such information in a range of policy, planning and assessment processes. In other words, the subprogramme aims to help bridge the gap between the producers and users of environmental information, and to link science with policy.

To strengthen information based on the best science available, UNEP will produce assessments, publications, and other information tools, and will work with Governments and major groups to strengthen capacity to produce and communicate high-quality environmental data, information and assessments. At the same time, the subprogramme includes a range of outputs that support the use of environmental information by different target groups, including tools, methodologies and technical support to strengthen the capacity of stakeholders, including major groups and Governments, to identify and access relevant information from the public and private sectors and to make best use of the information available within their decision-making processes. The subprogramme also includes targeted dissemination and outreach programmes for a range of groups. Furthermore, with the assistance of the regional offices of UNEP, information products produced by the Programme will be fed into relevant policy, planning and decision-making processes, including national and regional forums, MEAs and the work of United Nations country teams.

Work under subprogramme 7 will also contribute to the UNEP corporate expected accomplishment of increased use of credible science in implementing the UNEP programme of work and budget, and to a number of expected accomplishments in thematic subprogrammes that depend on the availability and quality of environmental information.

Outputs under expected accomplishment (a) include the establishment of national, regional and global platforms and synthesis of environmental information through assessments and atlases. For example, a gender and environment outlook would use social science information as well as gender-sensitive indicators to review gender-environment links and guide policy actions towards gender equality. To strengthen the ability of and opportunities for different stakeholders to use such information, expected accomplishment (a) also includes targeted communication, tools, methodologies and technical support to Governments, national and regional forums and institutions, major groups and other stakeholders, as well as contribution to joint outputs with United Nations agencies and MEAs. Such activities could potentially include support to a global sustainable development outlook, supporting countries and other partners in reporting on the environmental aspects of sustainable development goals and reviewing progress against other environmental goals and targets. Based on those outputs, it is expected that the quantity, quality and accessibility of information available on open platforms will increase, and that the use of such information by United Nations agencies, MEAs, major groups, and national and regional forums and institutions in their policy processes will increase, ultimately leading to improved decision-making, based on the best science available.

Outputs under expected accomplishment (b) include processes and tools for reporting on emerging environmental issues; capacity-building to use such information for decision-making; and targeted outreach action to inform stakeholders of emerging issues and critical thresholds so that they can take them into account in their decision-making processes.

Outputs under expected accomplishment (c) include identification and application of global best practice to catalyse broad stakeholder access to information and increase the capacity of and opportunities for major groups and stakeholders to better access and utilize environmental information; building the capacity of regional forums and national institutions to better utilize environmental information for policy and planning processes; and building capacity to develop customized outreach tools and networks. Through such outputs, it is expected that in a range of countries, stakeholders will have better access to information and strengthened capacity to generate, use and communicate relevant information in their policy, planning and decision-making processes.

Outputs planned for the biennium in pursuit of expected accomplishment (a): Global, regional and national policymaking is facilitated by environmental information made available on open platforms			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Operational online platforms available to the public to access environmental data and information at the global, regional and national levels, contributed by UNEP and its partners to satisfy the needs of different user communities	DEWA	Regional offices	Global/regional
2. Production of integrated assessment reports, including a gender and environment outlook, atlases, online information and regularly produced data on core indicators to provide sound science and integrate environmental, economic and social information as a basis for decision-making	DEWA	DTIE DEPI Regional offices	Global/regional
3. Environmental information identified by UNEP presented and disseminated to different target audiences, in languages, including Governments, academia, United Nations entities, media and the general public	DCPI	DEWA Regional offices	Global/regional
4. Methodologies, standards, tools and approaches, including those used for the internationally agreed environmental goals identified in GEO-5, refined, developed and disseminated to help different target audiences to generate, validate, access, understand and use environmental information	DEWA	Regional offices	Global/regional
5. Provision of technical support to enhance accessibility by United Nations entities, including country teams and MEAs, to data on environmental trends identified by UNEP and to use such data to catalyse high-level discussions on environmental sustainability to influence policy and programme development	DEWA	DELC Regional offices	Regional
6. Major groups and stakeholders are provided with targeted information, knowledge, tools, methodologies and technological support to effectively access, generate and disseminate environmental information to contribute towards improved decision-making within the context of global, regional and national policymaking	Secretariat of Governing Bodies and Stakeholders	DEWA	Regional

Outputs planned for the biennium in pursuit of expected accomplishment (b): Global, regional and national assessment processes and policy planning are informed by emerging environmental issues			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Structured processes and tools for the identification, analysis and reporting of emerging environmental issues of global and regional significance developed and support provided for their effective application	DEWA	Regional offices	Global/regional
2. Technologies developed and capacity enhanced to keep abreast of and use information on emerging environmental issues for decision-making and policy development	DEWA	Regional offices DCPI	Global/regional
3. Targeted outreach actions to inform and alert stakeholders to emerging environmental issues	DCPI	Regional offices	Global/regional

Outputs planned for the biennium in pursuit of expected accomplishment (c): The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge is enhanced			
Programme of work and budget output	*Division accountable*	*Contributing divisions*	*Scope*
1. Identification and development of global best practice to build capacity and catalyse access by Governments, major groups, and other stakeholders to information tools, and provision of technology support to generate, validate, access, contribute to and communicate integrated environmental data and information	DEWA	Regional offices	Global/regional
2. Enhancement of the capacity of regional forums, national institutions, major groups and other stakeholders to better utilize environmental information, including the knowledge contained in, and outcomes of, major UNEP-led assessments (such as GEO-5) in regional and national policy and planning processes	Regional Support Office	DEWA Regional offices	Global/regional
3. Enhancement of the capacity of major groups and stakeholders to assess and utilize environmental information and knowledge by identifying global best practices for information access and utilization and by providing targeted training and capacity-building activities	Secretariat of Governing Bodies and Stakeholders		Global/regional
4. Development of customized communication and outreach tools, methodologies, mechanisms, networks and products to increase national, regional and global capacity	DCPI	Regional offices	Global/regional

Table 22
Resource projections by category: environment under review

Category	*Resources (thousands of United States dollars)*			*Posts*		
	2012–2013	*Change*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A. Environment Fund						
Post	–	10 288	10 288	–	43	43
Non-post	–	6 480	6 480	–		
Subtotal A	–	**16 768**	**16 768**	–	**43**	**43**
B. Trust and earmarked funds[a]	–			–		
Trust and earmarked funds	–	11 227	11 227	–	2	2
Subtotal B	–	**11 227**	**11 227**	–	**2**	**2**
C. GEF trust funds	–					
GEF trust funds	–	5 695	5 695	-	–	–
Subtotal C	–	**5 695**	**5 695**	–	–	–
D. Programme support costs	–					
Programme support costs	–	410	410		1	1
Subtotal D	–	**410**	**410**	–	**1**	**1**
E. Regular budget	–					
Post	–	2 139	2 139	–	6	6
Non-post	–	1 895	1 895			
Subtotal E	–	**4 033**	**4 033**	–	**6**	**6**
Total (A+B+C+D+E)	–	**38 133**	**38 133**	–	**52**	**52**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] The number of posts funded from trust funds and earmarked contributions is indicative. Many such posts are of a temporary nature. Their level is subject to frequent change.

Table 23

Resource projections by organizational unit: environment under review

Category	Resources (thousands of United States dollars) 2012–2013	Changes	2014–2015	Posts 2012–2013	Changes	2014–2015
A. DEWA						
(i) Environment Fund						
Post	–	3 923	3 923	–	17	17
Non-post	–	2 151	2 151			
(ii) Other funds[a]	–	13 379	13 379	–	5	5
Subtotal A	–	**19 452**	**19 452**	–	**22**	**22**
B. DELC						
(i) Environment Fund						
Post	–	754	754	–	3	3
Non-post	–	553	553			
(ii) Other funds[a]	–	1 438	1 438	–	–	–
Subtotal B	–	**2 745**	**2 745**	–	**3**	**3**
C. DEPI						
(i) Environment Fund						
Post	–	–	–	–	–	–
Non-post	–	–	–			
(ii) Other funds[a]	–	63	63			
Subtotal C	–	**63**	**63**	–	–	–
D. DTIE						
(i) Environment Fund						
Post	–	515	515	–	2	2
Non-post	–	752	752			
(ii) Other funds[a]	–	482	482	–	–	–
Subtotal D	–	**1 748**	**1 748**	–	**2**	**2**
E. Regional offices, Regional Support Office and major groups and stakeholders						
(i) Environment Fund						
Posts	–	3 988	3 988	–	17	17
Non-post	–	1 689	1 689			
(ii) Other funds[a]	–	3 041	3 041	–	2	2
Subtotal, E	–	**8 718**	**8 718**	–	**19**	**19**
F. DCPI						
(i) Environment Fund						
Posts	–	1 108	1 108	–	5	5
Non-post:	–	1 335	1 335			
(ii) Other funds[a]	–	2 965	2 965	–	2	2
Subtotal, F	–	**5 407**	**5 407**	–	**7**	**7**
Total (A+B+C+D+E+F)	–	**36 385**	**36 385**	–	**51**	**51**

Category	Resources (thousands of United States dollars) 2012–2013	Changes	2014–2015	Posts 2012–2013	Changes	2014–2015
(i) Total Environment Fund	–	**16 768**	**16 768**	–	**43**	**43**
(ii) Total Other funds[a]	–	**21 366**	**21 366**	–	**9**	**9**
Total	–	**38 133**	**38 133**	–	**52**	**52**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

VI. Programme support

68. Programme support comprises services provided by the UNEP Office for Operations and Corporate Services and services provided by the United Nations Office at Nairobi. The Office for Operations and Corporate Services is responsible for establishing standard business practices across the areas of strategic planning and monitoring; partnership selection; management, financial and human resource management; resource mobilization; and information and communication technology support. The Office is also responsible for providing technical support and tools in those areas of work, and has ultimate oversight responsibility for providing management with the information needed to review performance of the Programme and ensure that norms and standards within the organization are followed. The Office for Operations and Corporate Services enhances corporate accountability, including by issuing new delegations of authority and undertaking compliance, oversight and reporting. The Office coordinates and services UNEP work in relation to such oversight bodies as the United Nations Office for Internal Oversight Services and the United Nations Board of Auditors.

69. Within the Office for Operations and Corporate Services, the Quality Assurance Section is directly responsible for driving and supporting the results-based management reforms of the Programme. The Section establishes standard business practices for UNEP strategic planning, programmes and projects, and manages the related review and approval processes. The Section also establishes the business practices for programme analysis, performance monitoring and reporting, and assures quality in project and programme reporting. It has the authority and means to ensure quality in programmes, projects and programme performance.

70. Also within the Office for Operations and Corporate Services is the Resource Mobilization Section, which is responsible for facilitating, supporting and coordinating the resource mobilization efforts undertaken by UNEP programme managers, with the aim of securing adequate and predictable funding, in particular through the Environment Fund and trust and earmarked funds. Such activities entail close communication with donors and programme managers, the development of strategic partnerships with Governments in support of UNEP priority programmes and projects, the diversification of UNEP funding sources through the development of support from non-State actors and the provision of donor and programme information and resource mobilization tools.

71. The Office for Operations and Corporate Services is also responsible for the strategic management of UNEP financial, human and information technology resources and is increasingly emphasizing its alignment with programmatic needs. It works in close cooperation and coordination with the United Nations Office at Nairobi, which provides services to UNEP in respect of accounting, payroll and payments, recruitment and staff services, staff development, network and other systems administration, procurement and inventory maintenance. The United Nations Office at Nairobi also provides services to UNEP in the areas of host country relations, buildings management, conference management, medical services, and security and safety.

72. The Office for Operations and Corporate Services is the primary driver within the Programme to ensure that the operations component of the medium-term strategy for the period 2014–2017 is implemented. Achieving full implementation will require that results-based approaches are fully integrated, from both the strategic and operational perspectives. The strategy is to enable all planning and delivery efforts within the organization – including programme planning; the mobilization, allocation and management of human and financial resources; partnership management; and the management, monitoring and evaluation of risks – to have mutually reinforcing objectives that enable the Programme to better deliver its services to other United Nations agencies and countries within a results-based framework. The objective for programme support, therefore, is to ensure quality and

accountability in UNEP programme planning and implementation, and in the associated management of financial, human and information technology resources and partnerships to achieve the results set out in the programme of work and budget and the medium-term strategy.

73. UNEP will also institutionalize environmental and social safeguards, including those relating to gender, with a view to reducing the risks associated with environmental and social sustainability. UNEP is committed to ensuring that gender perspectives are fully integrated into its programmes, policies and operations strategy. A new gender policy and plan of action will be developed, which will focus on the integration of gender considerations into human resources, programme and project planning, implementation, and monitoring and evaluation processes.

74. UNEP also aims to run its operations in line with international best practice in organizational management. This requires the Programme to enhance levels of satisfaction among its customers, which are not only Governments and major groups and stakeholders, but also the United Nations system, in which UNEP plays a key role in bringing coherence and catalysing action on environmental issues. The first expected accomplishment of the UNEP Programme is therefore focused on the need to ensure that customer satisfaction is a key driver.

75. International best practice also calls for processes for continual improvement through monitoring and adaptive management to improve performance quality, based on delivery accountability. Such practice requires a systematic, factual approach to decision-making in order to facilitate continuous improvement. The strengthening of the UNEP annual programme reporting process and the six-monthly project performance monitoring and reporting process will require a strong evidence base for performance reporting and a more structured approach to the validation of performance data. In turn, that will strengthen the basis for a systematic approach to the use of performance information so that management action can be taken at both the project and programme level to achieve the results set out in the programme of work and budget. Performance information from the annual programme performance report will include findings related to programme and project management, including financial, human and information technology resource management issues. Those findings will serve as the basis for management action to be taken so that adaptive programme and project management is carried out, and the mobilization, allocation and management of human and financial resources is undertaken with mutually reinforcing objectives in order to achieve the results projected in the programme of work and budget. With accountability as the cornerstone of its results-based management, the Programme will use its programme information management system (PIMS) to systematically track the extent to which management action is taken to adaptively manage programmes and projects to achieve planned results.

76. UNEP will also aim for greater coherence between the programmatic needs identified from programme planning and monitoring and the development of human capacity by ensuring that capacity for effective, results-based management is enhanced. The Programme will therefore include a core budget to ensure that a minimum level of results-based management training is provided each year (see annex V).

77. The UNEP approach to risk management is also in line with international best practice regarding systematic and factual approaches to decision-making. As part of its drive to enhance accountability and performance management, the Programme will put in place the controls and processes necessary to reduce and manage risks relating to programmatic, financial and human resource management, information technology and partnerships that could potentially impinge on the ability of the Programme to achieve the results set out in the medium-term strategy and programme of work and budget. The overall aim is for UNEP to adaptively manage its programmes and projects, and deploy resources optimally in order to ensure efficiency in its operations and value for money.

78. The following table sets out the expected accomplishments and indicators of achievement that will underpin the UNEP operations component of the medium-term strategy.

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: To ensure quality and accountability in UNEP programme planning and implementation, and in the associated management of financial, human and information technology resources and partnerships to achieve the results set out in the programme of work and the medium-term strategy

Expected accomplishments	Indicators of achievement
(a) The UNEP programme is increasingly driven by a strong customer focus	(a) Level of satisfaction expressed by surveyed members of the Committee of Permanent Representatives and UNEP partners on the relevance of UNEP programme planning documents *Performance measures:* Estimate 2012–2013: not applicable Target 2014–2015: 70 per cent
(b) UNEP systematically uses risk information in its decision-making	(b) Percentage of significant risks identified by UNEP pertaining to programmatic, financial, human, information technology and partnership issues which could affect the delivery of results that receive management action *Performance measures:* Estimate 2012–2013: not applicable Target 2014–2015: 70 per cent
(c) UNEP systematically uses performance information in its decision-making	(c) (i) Percentage of accepted programme and budget performance issues and evaluation recommendations identified in UNEP programme performance reports and in evaluations that receive management action *Performance measures:* Estimate 2012–2013: not applicable Target 2014–2015: 80 per cent (ii) Percentage of UNEP projects that can demonstrate the integration of gender considerations into project implementation *Performance measures:* Estimate 2012–2013: not applicable Target 2014–2015: 50 per cent (iii) Percentage of non-earmarked extrabudgetary resources allocated that are based on the use of performance information *Performance measures:* Estimate 2012–2013: 80 per cent Target 2014–2015: 90 per cent

Outputs

(a) Administrative support services (regular budget/extrabudgetary):

(i) Programme planning, monitoring, budget and accounts:

a. Programme plan and budget for the biennium 2016–2017 (one programme and budget plan);

b. Programme and budget performance reports for the biennium 2014–2015 (two annual reports);

(ii) Resource mobilization:

Resource mobilization strategy per subprogramme (seven strategies);

(b) Internal oversight services (regular budget/extrabudgetary):

(i) Management reviews:

Half-yearly management reviews of UNEP programme performance monitoring (based on UNEP monitoring policy) to assess progress in implementation and accountability and to track management action to improve performance;

Risk register used to assess risks and take corrective action;

(ii) Audits:

Internal and external audits facilitated, and followed by a written response by management, setting out the action taken to implement audit recommendations.

Resource requirements

Table 24

Resource projections by category: programme support

	Resources (thousands of United States dollars)			*Posts*		
Category	*2012–2013*	*Changes*	*2014–2015*	*2012–2013*	*Changes*	*2014–2015*
A. Environment Fund						
Post	6 370	(67)	6 303	28	–	28
Non-post	1 128	(344)	784			
Other (training, IPSAS, Umoja, etc.)	–	1 575	1 575			
Reimbursement for services-United Nations Office at Nairobi/United Nations Office at Geneva	2 558	3 092	5 650			
Subtotal A	**10 055**	**4 257**	**14 312**	**28**	–	**28**
B. Programme support costs						
Programme support costs	21 260	(5 973)	15 287	39	(5)	34
Subtotal B	**21 260**	**(5 973)**	**15 287**	**39**	**(5)**	**34**
C. Regular budget						
Post	1 183.00	791	1 974	4	3	7
Non-post	33.90	6	39			
Subtotal C	**1 217**	**797**	**2 013**	**4**	**3**	**7**
Total (A+B+C)	**32 532**	**(919)**	**31 613**	**71**	**(2)**	**69**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

Table 25
Resource projections by organizational unit: programme support

Category	Resources (thousands of United States dollars) 2012–2013	Changes	2014–2015	Posts 2012–2013	Changes	2014–2015
1. Office for Operations						
(i) Environment Fund						
Post	511	(206)	306	1	–	1
Non-post	–	46	46			
(ii) Other funds[a]	–	948	948		1	1
Subtotal 1	**511**	**788**	**1 299**	**1**	**1**	**2**
2. Quality Assurance Section						
(i) Environment Fund						
Post	2 481	22	2 503	10	(1)	9
Non-post	403	56	459			
(ii) Other funds[a]	2 090	(312)	1 778	4	–	4
Subtotal 2	**4 974**	**(234)**	**4 740**	**14**	**(1)**	**13**
3. Office for Operations and Corporate Services, Administration, Finance and Information and Communications Technology sections						
(i) Environment Fund						
Post	2 770	(660)	2 111	14	(2)	12
Non-post	424	1 687	2 112			
(ii) Other funds[a]	13 011	(1 821)	11 190	39	(3)	36
Subtotal 3	**16 206**	**(794)**	**15 412**	**53**	**(5)**	**48**
4. Resource Mobilization Section						
(i) Environment Fund						
Post	607	277	884	3	3	6
Non-post	300	(58)	242			
(ii) Other funds[a]	1 268	(312)	956	–	–	–
Subtotal 4	**2 175**	**(93)**	**2 082**	**3**	**3**	**6**
5. Reimbursement for services						
(i) Environment Fund						
Post						
Non-post	2 558	3 092	5 650			
(ii) Other funds[a]	6 108	(3 679)	2 429	–	–	–
Subtotal, 5	**8 666**	**(587)**	**8 079**	–	–	–
Total (1+2+3+4+5)	**32 532**	**(919)**	**31 613**	**71**	**(2)**	**69**
(i) Total Environment Fund	**10 055**	**4 257**	**14 312**	**28**	–	**28**
(ii) Total other funds[a]	**22 477**	**(5 176)**	**17 301**	**43**	**(2)**	**41**
Total	**32 532**	**(919)**	**31 613**	**71**	**(2)**	**69**

Note: Figures may vary slightly owing to rounding off of both budget figures and posts.

[a] In the interests of brevity, and mindful of the focus of this budget on the resources of the Environment Fund, in this table other resources are grouped under "other funds". Other funds are composed of regular budget, trust, and earmarked and GEF trust funds.

Annex I

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
S-19/2	Programme for the Further Implementation of Agenda 21
47/190	Report of the United Nations Conference on Environment and Development
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
55/198	Enhancing complementarities among international instruments related to environment and sustainable development
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
60/1	2005 World Summit Outcome
60/47	Question of Antarctica
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
62/98	Non-legally binding instrument on all types of forests
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
65/2	Outcome Document of the High-level review Meeting on the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
65/128	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
65/129	Cooperation between the United Nations and the Economic Cooperation Organization
65/131	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
65/284	New Partnership for Africa's Development: progress in implementation and international support
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (subprogrammes 2 and 4)
66/70	Effects of atomic radiation
66/71	International cooperation in the peaceful uses of outer space (subprogrammes 3 and 4)
66/121	Policies and programmes involving youth
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-fifth session
66/211	Science and technology for development
66/213	Fourth United Nations Conference on the Least Developed Countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008–2017)
66/216	Women in development
66/219	South-South cooperation
66/223	Towards global partnerships

Governing Council decisions

26/9	Proposed biennial programme of work and budget for 2012–2013
SS.VI/1	Malmö Ministerial Declaration
SS.VII/5	Enhancing civil society engagement in the work of the United Nations Environment Programme
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Intergovernmental strategic plan for technology support and capacity-building
	IV: Strengthening the financing of the United Nations Environment Programme
SS.X/2	Sustainable development of the Arctic region
SS.X/3	Medium-term strategy for the period 2010–2013
19/1	Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme
20/6	Policy and advisory services of the United Nations Environment Programme in key areas of institution-building
20/12	Implementation of the environmental dimension of sustainable development within the United Nations system
20/17	Views of the Governing Council on the report of the Secretary-General on environment and human settlements
20/27	Support to Africa
20/28	Promoting interlinkages among global environmental issues and human needs
20/33	Stable, adequate and predictable funding for the United Nations Environment Programme
20/39	Functioning of the regional offices and proposed measures for the strengthening of regionalization and Decentralization
21/18	Implementation of the Malmö Ministerial Declaration
21/20	Governance of the United Nations Environment Programme and implementation of General Assembly resolution 53/242
21/24	Policy and advisory services in key areas of institution-building
22/7	Engaging business and industry
22/9	Support to Africa
22/10	Poverty and the environment in Africa
22/11	Sustainable development of the Arctic
22/12	Brussels Declaration and the Programme of Action for Least Developed Countries for the Decade 2001–2010
22/14	Role of the United Nations Environment Programme in strengthening regional activities and cooperation in the Economic Cooperation Organization region
22/18	Civil society
	II: Long-term strategy on engagement and involvement of young people in environmental issues
	III: Long-term strategy for sport and the environment
22/21	Regional implementation of the programme of work of the United Nations Environment Programme
23/6	Keeping the world environmental situation under review
23/10	Poverty and the environment
23/11	Gender equality in the field of the environment
24/6	Small island developing States
25/1	Implementation of decision SS.VII/1 on international environmental governance
25/9	South-South cooperation in achieving sustainable development
25/16	Support to Africa in environmental management and protection

Subprogramme 1. Climate change

General Assembly resolutions

61/199	International cooperation to reduce the impact of the El Niño phenomenon
66/200	Protection of global climate for present and future generations of humankind
66/206	Promotion of new and renewable sources of energy

Governing Council decisions

22/3	Climate and atmosphere
	I: Adaptation to climate change
	II: Intergovernmental Panel on Climate Change
23/1	Bali Strategic Plan for Technology Support and Capacity-building

Subprogramme 2. Disasters and conflicts

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/217	Natural disasters and vulnerability
65/131	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
66/31	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
66/119	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
66/199	International Strategy for Disaster Reduction
66/227	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Governing Council decisions

21/17	Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation
22/1	Early warning, assessment and monitoring
	IV: Post-conflict environmental assessment
	V: Environmental situation in the Occupied Palestinian Territories
22/8	Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early warning systems in the aftermath of the Indian Ocean tsunami disaster
23/11	Gender equality in the field of the environment
25/12	Environmental situation in the Gaza Strip
26/15	Strengthening International Cooperation on the Environmental Aspects of Emergency Response and Preparedness

Subprogramme 3. Ecosystem management

General Assembly resolutions

58/217	International Decade for Action, "Water for Life", 2005–2015
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005–2015
65/155	Towards the sustainable development of the Caribbean Sea for present and future generations
66/68	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
66/205	Sustainable mountain development
66/231	Oceans and the law of the sea

Governing Council decisions

20/25	Freshwater
21/28	Further development and strengthening of regional seas programmes: promoting the conservation and sustainable use of the marine and coastal environment, building partnerships and establishing linkages with multilateral environmental agreements
21/29	Establishment of a regional seas programme for the Central-East Pacific region
22/1	Early warning, assessment and monitoring
	II: Global assessment of the state of the marine environment
	III: World Conservation Monitoring Centre
22/2	Water
	I: Water policy and strategy of the United Nations Environment Programme
	II: The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
	III: Regional seas programmes
	IV: Coral reefs
	V: Marine safety and protection of the marine environment from accidental pollution
22/5	Enhancing the role of the United Nations Environment Programme on forest-related issues
24/16	Updated water policy and strategy of the United Nations Environment Programme
	A: Freshwater
	B: Coasts, oceans and islands
25/10	Intergovernmental science-policy platform on biodiversity and ecosystem services

Subprogramme 4. Environmental governance

General Assembly resolutions

59/237	United Nations Decade of Education for Sustainable Development
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010–2020)
66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/202	Convention on Biological Diversity

Governing Council decision

SS.VII/1	International environmental governance
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	I: Universal membership of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme
	II: Strengthening the scientific base of the United Nations Environment Programme
	V: Multilateral environmental agreements

	VI: Enhanced coordination across the United Nations system and the Environmental Management Group
SS.X/5	Global Environment Outlook: environment for development
20/18	Environmental conventions
21/1	Land degradation: support for the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa
21/8	Biosafety
21/23	Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
21/27	Compliance with and enforcement of multilateral environmental agreements
22/1	Early-warning, assessment and monitoring
	IA: Strengthening the scientific base of the United Nations Environment Programme
	IB: Early warning and assessment process of the United Nations Environment Programme
22/17	Governance and law
	I: Follow-up to General Assembly resolution 57/251 on the report of the seventh special session of the United Nations Environment Programme Governing Council/Global Ministerial Environment Forum
	II: Implementation of the Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
23/6	Keeping the world environmental situation under review
24/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Strengthening the scientific base of the United Nations Environment Programme
	V: Issues related to multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system, including the Environmental Management Group
24/11	Intensified environmental education for achieving sustainable development
25/2	World environmental situation
25/11	fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV)

Subprogramme 5. Chemicals and waste

Governing Council decisions

SS.IX/1	Strategic approach to international chemicals management
SS.X/1	Chemicals management, including mercury and waste management
22/4	Chemicals
	I: Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
	II: Stockholm Convention on Persistent Organic Pollutants
23/9	Chemicals management
	I: Cooperation between the United Nations Environment Programme, relevant multilateral environmental agreements and other organizations
24/4	Prevention of illegal international trade
25/5	Chemicals management, including mercury
25/8	Waste management
26/3	Chemicals and wastes management
26/7	26/7 Consultative process on financing options for chemicals and wastes
26/12	Enhancing cooperation and coordination within the chemicals and wastes cluster

Subprogramme 6. Resource efficiency

General Assembly resolutions

60/190	Global Code of Ethics for Tourism
66/185	International trade and development

Governing Council decisions

20/19	Contribution of the United Nations Environment Programme to the Commission on Sustainable Development at its seventh session
	E: Changing production and consumption patterns
20/29	Policy and advisory services of the United Nations Environment Programme in key areas of economics, trade and financial services
21/14	Trade and environment
22/6	Promotion of sustainable consumption and production patterns
26/5	Ten-year framework of programmes on sustainable consumption and production
SS. XII/7	Work by the United Nations Environment Programme on sustainable consumption and production

Subprogramme 7. Environment under review

General Assembly resolutions

66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session (para. 4)

Governing Council decisions

SS.VIII/1	II: Strengthening the scientific base of the United Nations Environment Programme
SS.X/5	Global Environment Outlook: environment for development
22/1	Early-warning, assessment and monitoring
	IA: Strengthening the scientific base of the United Nations Environment Programme
	IB: Early warning and assessment process of the United Nations Environment Programme
23/6	Keeping the world environmental situation under review
24/1	III: Strengthening the scientific base of the United Nations Environment Programme
24/11	Intensified environmental education for achieving sustainable development
25/2	World environmental situation

Annex II

Recommendations of the United Nations Board of Auditors (A/67/5/Add.6 and Corr.1))

Audited financial statements of the United Nations Environment Programme for the biennium ended 31 December 2011

The Board of Auditors of the United Nations audited the financial statements of UNEP for the biennium 2010–2011, recommending that a number of actions be taken. The table below summarizes those of the Board's recommendations that have not yet been fully implemented and the steps taken in response to those recommendations. Except where specified otherwise, the recommended action and the action taken to implement the recommendation refer to action by UNEP.

Action recommended by the Board of Auditors	*Action taken in response to the recommendation*
In paragraph 46 of the report, the Board reported that UNEP agreed with its recommendation that UNEP (a) continue to review the nature of its relationship with each of the multilateral environmental agreements (MEAs) taking full account of the extent to which the MEAs have already implemented procedures that place them outside the scope of UNEP operational and financial control, and (b) determine for the purposes of IPSAS transition whether the MEAs concerned remain within or under the operational and financial control of UNEP	Department responsible: UNEP Office for Operations and Corporate Services/DELC Status: in progress Target date: 31 December 2013
In paragraph 51, the Board recommended that for future financial statements, UNEP request that the United Nations Office at Nairobi enhance the disclosures within its financial statements by (a) inserting a footnote to statement I to state the value of negative entries caused by the cancellation of obligations created in previous periods and from projects that remain ongoing, and (b) amend the line entry entitled "Savings on or cancellation of prior period obligations" on its financial statement I to reflect that the balance relates only to completed projects. However, UNEP and the United Nations Office at Nairobi do not accept the recommendation, as they follow United Nations Headquarters reporting format, which does not include such disclosure	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: not accepted Target date: not applicable
In paragraph 66 of the report, the Board recommended that UNEP consider the feasibility of introducing procedures to mitigate exchange rate risks; subject to guidance from United Nations Headquarters and a consideration of the costs and benefits	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services/United Nations Controller/United Nations Treasury Status: in progress Target date: 31 December 2012

Action recommended by the Board of Auditors	*Action taken in response to the recommendation*
In paragraph 69 of the report, the Board reiterated its previous recommendation that UNEP set up specific arrangements to fund its liabilities for end-of-service and post-retirement benefits, for consideration and approval by its Governing Council and the General Assembly. The Board recognized that UNEP would need to seek guidance from United Nations Headquarters on the matter	Department responsible: Department of Management of the Secretariat Status: in progress (dependent on direction from the Office of Programme Planning, Budget and Accounts of the Department of Management) Target date: none (dependent on direction from the Office of Programme Planning, Budget and Accounts)
In paragraph 74 of the report, the Board reported that UNEP agreed with its recommendation that UNEP and the United Nations Office at Nairobi each assign an appropriate individual to monitor the impact of exchange rate fluctuations on its cash balances, as translated into United States dollars, and to alert senior management on any action needed to avoid losses	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services/United Nations Treasury Status: in progress Target date: 31 December 2012
In paragraph 76 of the report, the Board also recommended that UNEP, in liaison with the United Nations Office at Nairobi, seek guidance and clarification from Headquarters on the management of currency exchange risk on all large non-United States dollars balances within its investment pool	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services/United Nations Controller/United Nations Treasury Status: in progress Target date: 31 December 2012
In paragraph 79 of the report, the Board reported that UNEP agreed with its recommendation that UNEP review all cash balances paid out to its implementing partners and recover all sums which are not due to be expended within a reasonable period, and at most within a six month period	Department responsible: All UNEP Divisions/UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2013
In paragraph 83 of the report, the Board reported that UNEP agreed with its recommendation that UNEP and the United Nations Office at Nairobi investigate all unsupported balances within its ledgers, and cleanse the ledgers through appropriate write-offs	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2013
In paragraph 90 of the report, the Board reported that UNEP agreed with its recommendation that UNEP, with the input of the United Nations Office at Nairobi, strengthen the controls around the capture and recording of its assets, and address the underlying reasons for the omission of assets from asset registers, identified during 2010–2011	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2013

Action recommended by the Board of Auditors	*Action taken in response to the recommendation*
In paragraph 93 of the report, the Board reported that UNEP agreed with its recommendation that UNEP proceed with the development and implementation of enterprise risk management and develop, during 2012, a specific plan for implementation, including timescales and allocation of responsibilities to individuals for implementation	Department responsible: UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2012
In paragraph 102 of the report, the Board reported that UNEP agreed with its recommendation that UNEP (a) require requisitioners to channel through the United Nations Office at Nairobi Procurement Section all procurement requirements that fall under the delegated procurement authority of the Office, so that only the Procurement Section would create commitments to vendors, in accordance with existing rules, and (b) review regularly, and at least quarterly, its use of waivers and ex post facto approvals, to assure itself that the use is justified	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: in progress Target date: 30 June 2013
In paragraph 107 of the report, the Board reported that UNEP agreed with its recommendation that UNEP and the United Nations Office at Nairobi, before the end of 2012, agree a detailed and costed delivery plan that covers all aspects of IPSAS implementation, setting out the key milestones to be achieved from the present time until the delivery of the first set of IPSAS compliant financial statements in 2014.	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2012
In paragraph 110 of the report, the Board reported that UNEP agreed with its recommendation that UNEP, in liaison with the United Nations Office at Nairobi, clarify its plan for funding its implementation of IPSAS before the end of 2012	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2013
In paragraph 121 of the report, the Board reported that UNEP agreed with its recommendation that it articulate clearly in future project proposals the baselines, targets, data sources and methods to be used to measure progress towards intended results	Department responsible: UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2012
In paragraph 127 of the report, the Board reported that UNEP agreed with its recommendation that (a) UNEP project managers notify senior management of all projects that are not progressing well in terms of time, cost and/or quality, the reasons for the problems, and actions proposed to address them; and (b) senior management review progress to assess whether the proposed actions have been addressed and require that such action to be reported as part of the programme performance reports	Department responsible: UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2012
In paragraph 129 of the report, the Board reported that UNEP agreed with its recommendation that UNEP senior management team review performance and progress against its strategic plan, at least every six months, and that it document its consideration, including any actions to be taken. UNEP had begun to implement this recommendation at the time of the Board's final audit	Department responsible: UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2012
In paragraph 134 of the report, the Board reported that UNEP agreed with its recommendation that, before the end of 2012, it determine the best way to embed learning across portfolios, allocating responsibility to the relevant sections to implement actions to address the areas for improvement	Department responsible: UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2012

Status of implementation of recommendations of the Board of Auditors for prior financial periods

Action recommended by the Board of Auditors	*Action taken in response to the recommendation*
A/65/Add.6	
In paragraph 29 of its report for the biennium 2008–2009 (A/65/Add.6), the Board reported that UNEP agreed with the its recommendation that it take advantage of the installation of the new enterprise resource planning system to set up indicators for the regular monitoring of the cash situation	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services/Department of Management Status: in progress Target date: 2014 (on implementation of Umoja)
In paragraph 38, the Board reported that UNEP agreed with the its recommendation that it (a) continue to prepare for the implementation of IPSAS in collaboration with the United Nations Office at Nairobi; and (b) specify its needs for the migration of the Crystal software to the future enterprise resource planning system of the Secretariat (Umoja)	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2013
In paragraph 88, the Board recommended that UNEP, in collaboration with the United Nations Headquarters Administration, revise its accounting treatment of education grants. However, in its report for the biennium 2010-2011, the Board acknowledged that the recommendation could not be implemented without a change in procedures at Headquarters (A/67/5/Add.6, para. 13)	Department responsible: Department of Management of the Secretariat Status: not accepted Target date: not applicable
In paragraph 112, the Board reiterated its previous recommendation that UNEP set up specific funding to balance its liabilities for end-of-service and post-retirement benefits, for consideration and approval by its Governing Council and the General Assembly. However, in its report for the biennium 2010–2011, the Board acknowledged that guidance from Headquarters was required in this regard before UNEP could take any action (A/67/5/Add.6, paras. 14 and 15). Guidance from the Office of Programme Planning, Budget and Accounts of the Department of Management is required and, in turn, the Office requires direction from the General Assembly. Such guidance/direction has yet to be provided	Department responsible: Department of Management of the Secretariat Status: in progress (dependent on direction from the Office of Programme Planning, Budget and Accounts of the Department of Management) Target date: none (dependent on direction from the Office of Programme Planning, Budget and Accounts)
In paragraph 129, the Board reported that UNEP agreed with its recommendation that UNEP consider a review of its policy for the valuation of leave liability in its implementation of IPSAS. However, in its report for the biennium 2010–2011, the Board acknowledged that the recommendation could not be implemented without a change in procedures at Headquarters (A/67/5/Add.6, para. 13)	Department responsible: Department of Management of the Secretariat Status: not accepted Target date: not applicable

Action recommended by the Board of Auditors	*Action taken in response to the recommendation*
In paragraph 134, the Board reported that UNEP agreed with its recommendation that UNEP ensure that all indicators of achievement are supported by documentary evidence	Department responsible: UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2012
In paragraph 156, the Board reported that UNEP agreed with the its recommendation that UNEP, in coordination with the United Nations Office at Nairobi: (a) add a required field in the IMIS system so that the relevant contract number can be entered for goods and services orders associated with a particular contract; and (b) keep the contract management database up to date	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2013
In paragraph 163, the Board reported that UNEP agreed with its recommendation that UNEP extend the inventory management system to outposted and liaison offices	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: in progress Target date: 31 December 2013
In paragraph 177, the Board reported that UNEP agreed with its recommendation that, in coordination with the United Nations Office at Nairobi, it: (a) take advantage of the upcoming implementation of the new enterprise resource planning system to eliminate journal voucher entries; and (b) strengthen internal control over journal voucher entries and the access rights to make them	Department responsible: United Nations Office at Nairobi/UNEP Office for Operations and Corporate Services Status: in progress Target date: 2014 (on implementation of Umoja)

Annex III

Assignment by division and subprogramme

Statutory obligations related to monitoring and reporting of the programme of work 2014–2015

	(1) Climate change: DTIE	*(2) Disasters and conflicts: DEPI*	*(3) Ecosystems management: DEPI*	*(4) Environmental governance: DELC*	*(5) Chemicals and waste: DTIE*	*(6) Resource efficiency: DTIE*	*(7) Environment under review: DEWA*
Division of Early Warning and Assessment Expected accomplishments							EA 1, EA 2, EA 3,
Programme of work outputs	1/b/2				5/b/1		7/a/1, 7/a/2, 7/a/4, 7/b/1, 7/b/2, 7/c/1
Division of Environmental Law and Conventions Expected accomplishments				EA 1, EA 2			
Programme of work outputs			3/c/5	4/a/1, 4/a/2, 4/a/3, 4/a/4, 4/a/5, 4/b/1, 4/b/2, 4/b/3			
Division of Environmental Policy Implementation Expected accomplishments	EA 1, EA 3	EA 1, EA 2	EA 1, EA 2, EA 3				
Programme of work outputs	1/a/1, 1/a/2, 1/a/4, 1/a/5, 1/c/1, 1/c/2 1/c/3	2/a/1, 2/a/2, 2/b/1, 2/b/2, 2/b/3	3/a/1, 3/a/2, 3/a/3, 3/b/1, 3/b/2, 3/b/3 3/c/1, 3/c/3, 3/c/4		5/b/5		
Division of Technology, Industry and Economics Expected accomplishments	EA 2				EA 1, EA 2, EA 3	EA 1, EA 2, EA 3	
Programme of work outputs	1/b/1, , 1/b/3, 1/b/4, 1/b/6	2/a/3	3/a/5, 3/b/5, 3/c/2		5/a/1, 5/a/2, 5/a/3, 5/a/4, 5/b/2, 5/b/3, 5/b/4, 5/b/6, 5/b/7, 5/c/1, 5/c/2, 5/c/3	6/a/1, 6/a/2, 6/a/3, 6/a/4, 6/a/6, 6/b/1, 6/b/3, 6/b/4, 6/b/5, 6/b/6, 6/c/1, 6/c/2 6/c/3,	

	(1) Climate change: DTIE	*(2) Disasters and conflicts: DEPI*	*(3) Ecosystems management: DEPI*	*(4) Environmental governance: DELC*	*(5) Chemicals and waste: DTIE*	*(6) Resource efficiency: DTIE*	*(7) Environment under review: DEWA*
Division of Regional Cooperation							
Expected accomplishments				EA 3,			
Programme of work outputs	1/a/3, 1/b/5		3/a/4, 3/b/4	4/a/6, 4/b/4, 4/c/1, 4/c/2, 4/c/3	5/a/5, 5/a/6, 5/c/4,	6/a/5, 6/b/2	7/a/5, 7/a/6, 7/c/2, 7/c/2
Division of Communications and Public Information							7/a/3, 7/b/3, 7/c/4
Programme of work outputs	1/a/6, 1/b/7	2/a/4				6/c/4	

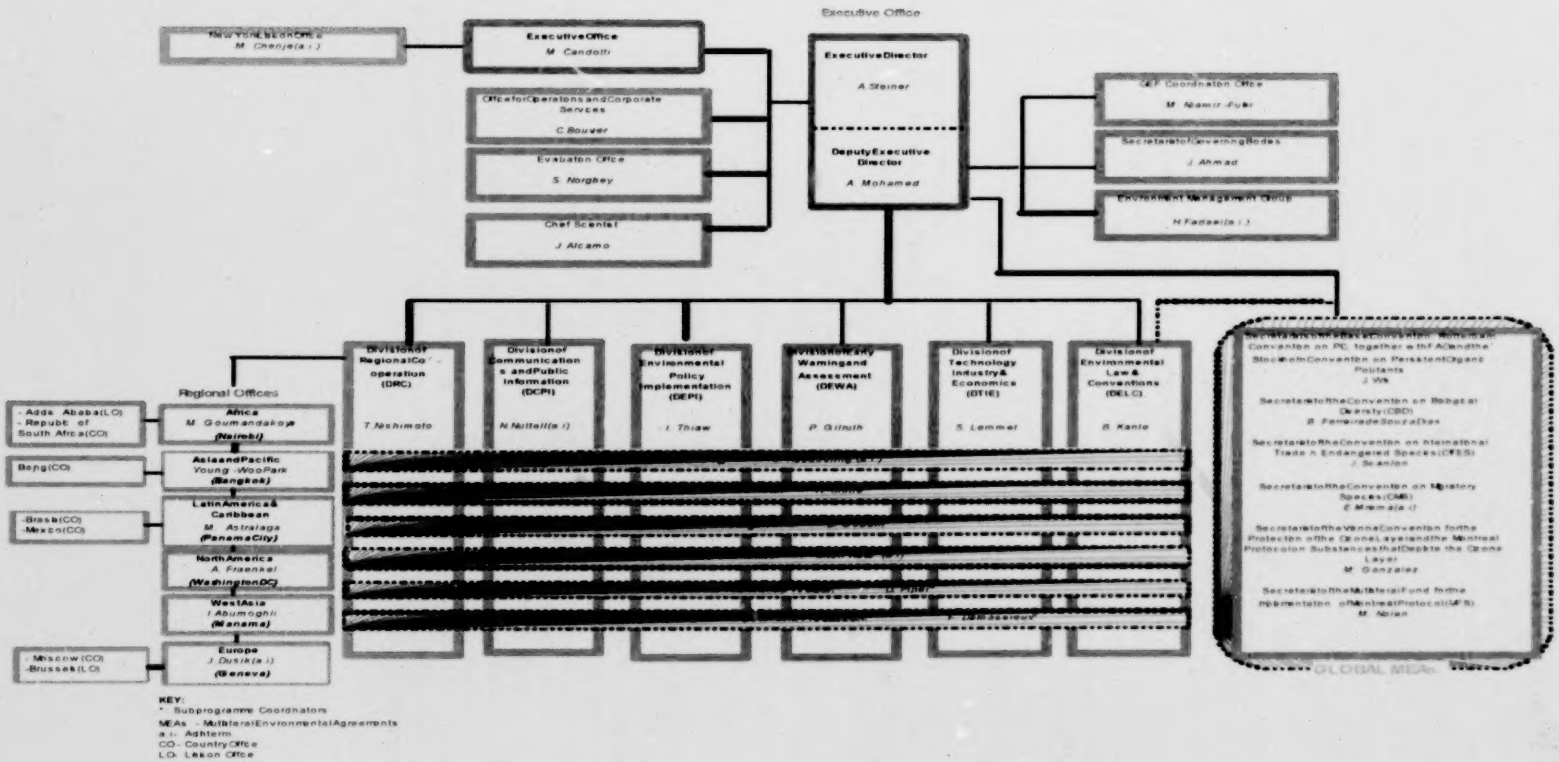
Note: ST/SGB/2000/8 defines the regulations and rules under which monitoring is undertaken throughout the Secretariat. It requires programmes to be assessed in terms of results achieved and outputs delivered.

The sequential numbering of programme of work outputs, e.g., 1/a/1, corresponds to subprogramme/expected accomplishment/output.

Abbreviation: EA, expected accomplishment.

Annex IV

Organizational structure[a]



[a] Information on "RB" (United Nations regular budget) for the biennium 2012–2013 is projected for indicative purposes into the biennium 2014–2015 and has not been recosted.

Annex V

Evaluation plan

1. A prominent feature of the UNEP medium-term strategy is its results-based approach. This approach is mirrored by the UNEP approach to evaluation, which has a strong focus on performance in achieving results. The current approach to evaluating UNEP performance in delivering the medium-term strategy objectives and expected accomplishments proposes a combination of evaluations at different levels which are complementary to each other. The approach to evaluating the medium-term strategy is designed to address several key questions and issues that are critical to determining the extent to which UNEP has delivered on its programmes of work. Key among them are the following:

(a) How relevant were the interventions implemented by UNEP and how efficiently and effectively have the interventions been implemented? In evaluating efficiency and effectiveness, issues related to partnerships forged, delivery of outputs, cost-effectiveness and adaptive management, among other things, will be considered;

(b) To what extent have stated programme objectives been met taking into account the "achievement indicators" in the programme of work? The analysis of outcomes achieved would include, inter alia, an assessment of the extent to which the programme has directly or indirectly influenced policy and decision-making, with particular attention paid to the actual use of UNEP products and services;

(c) As a cross-cutting theme, the evaluations will seek to establish the extent to which progress has been made in delivering the Bali Strategic Plan on Capacity Building and Technology Support;

(d) The evaluations will identify and assess the key conditions or factors that are likely to contribute to or undermine the persistence of benefits (sustainability) after the UNEP interventions come to an end. Some of these factors might be outcomes of the programmes, e.g. stronger institutional capacities or better informed decision-making;

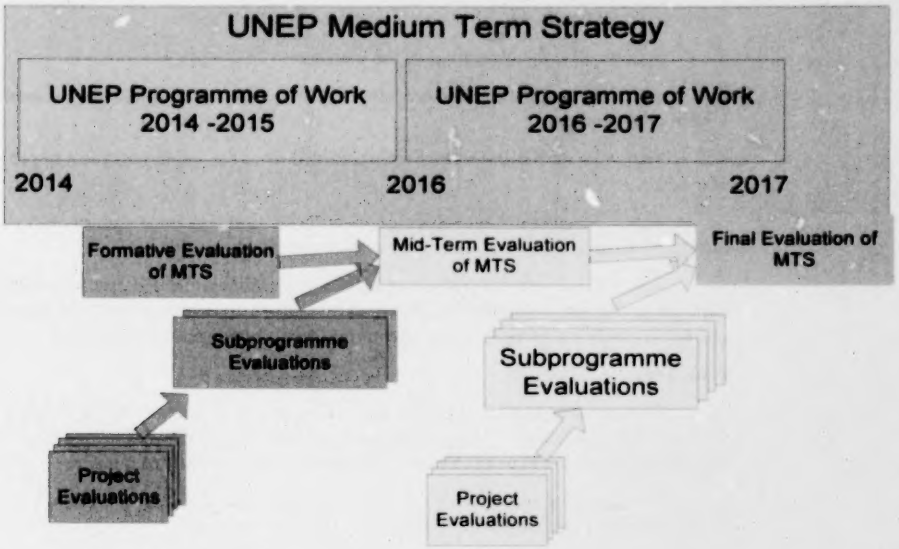
(e) How effectively has UNEP delivered on its work programme as "One UNEP" through effective collaboration across divisions and with collaborating partners?

(f) Are UNEP interventions likely to have any lasting impacts in relation to the environment and poverty?

2. Are UNEP interventions likely to have any lasting differential impacts in relation to gender equity and equality? We are interested in gender issues if they are relevant to the programme outcomes or are of key importance to the processes that aim to achieve those outcomes. The questions set out above shape the specific focus and scope of the different evaluations that constitute the evaluation work programme. The approach to evaluating the programmes of work and budget within the medium-term strategy will involve systematic assessments of the projects and subprogrammes using information and data collected to measure performance indicators at the subprogramme level (see fig. I). With plans to deliver the programme of work and budget outputs and contribute to the delivery of expected accomplishments through a project modality, the evaluation of projects will continue using earmarked resources from within the project budgets. All evaluations will be conducted in accordance with the United Nations standards for evaluation to ensure consistency in the quality of evaluations and to enable the findings to be used for evaluations at the subprogramme and expected accomplishment levels.

Figure I

Approach to evaluating the programme of work and budget output within the medium-term strategy



Evaluating performance

3. A set of standard evaluation parameters will be applied to evaluate performance and aid attempts to aggregate results across different UNEP interventions that contribute to the expected accomplishments of the programme of work and budget and the medium-term strategy. These are generally applicable analytical measures that are used for most types of UNEP evaluations and are consistent with international best practice and the standards for evaluation in the United Nations System. The evaluation parameters include:

(a)	Extent of achievement of objectives and planned results	(g)	Efficiency in financial planning and management
(b)	Sustainability of programme outcomes	(h)	Implementation approach and adaptive management
(c)	Level of attainment of outputs and activities	(i)	Effectiveness in programme monitoring
(d)	Cost effectiveness of the intervention	(j)	Extent to which the interventions are replicable
(e)	Extent of country ownership	(k)	Extent of stakeholder involvement
(f)	Gender issues relevant to the outcomes themselves or processes to achieve outcomes		

4. Those parameters are routinely used in the evaluations, and ratings are given for each on a six-point scale that runs from "Highly satisfactory" to "Highly unsatisfactory". The Evaluation Office will apply its well-established quality control processes that assess project ratings based on the evidence presented in the evaluation reports and make judgements on the quality of such reports in relation to international best practice.

Workplan

5. The work programme translates the generic evaluation approach into a work programme for implementation over the two bienniums, covering the medium-term strategy period. It takes account of the resources available and what the Office determines would facilitate the evaluation of the programme of work and budget for 2014-15 and 2016-17 as part of the overall evaluation of the medium-term strategy.

Scope and objectives

6. The scope of the work of the evaluation function of UNEP comprises the programmes and projects of the Environment Fund and related trust funds as well as projects of the Global Environmental Facility (GEF) that are implemented by UNEP.

7. Specifically, the objectives of the plan are:

(a) To assess the effectiveness, efficiency, relevance, quality, usefulness and impact of UNEP programmes;

(b) To derive and share lessons learned from the implementation of programme and project activities;

(c) To ensure that evaluation recommendations issued and accepted by UNEP programme management and division directors are implemented;

(d) To ensure that, in liaison and cooperation with UNEP divisions and the Joint Inspection Unit (JIU), that recommendations provided by JIU are implemented and that major issues and emerging trends are brought to the attention of senior management for action.

Principles

8. The human resources available to the Evaluation Office are the principal limiting factor in the design of the evaluation work programme. Since the volume of work on the evaluation work programme exceeds the available capacity to complete it, priorities must be clearly set.

9. The following principles were used to inform a simple scoring approach to rank the prospective evaluation activities in the rolling Evaluation Office workplan:

(a) Accord the highest priority to subprogramme evaluations;

(b) Accord high priority to project evaluations, as they are essential to subprogramme evaluations;

(c) Evaluations of projects that have already been completed should be undertaken before those that are yet to finish;

(d) Prioritize projects with larger total budgets over smaller ones;

(e) Prioritise projects where the magnitude/distribution of benefits are likely to be greater.

10. It is proposed that since one post in the Evaluation Office has been allocated specifically for GEF evaluations, at least 12 GEF evaluations will feature in the priority evaluations annually. Demand for the evaluation of the GEF project is in the order of 30 annually. It is estimated from experience in previous years and analysis of staff time required to oversee the evaluation processes that one staff equivalent can complete a maximum of 12 project evaluations per year. To complete all required GEF evaluations in any one year would require an additional staff member or an individual contractor paid for by GEF to provide evaluation oversight on the remaining GEF project evaluations. Priorities within the GEF evaluation portfolio will be discussed with the GEF Coordination Office prior to the completion of this exercise. The Evaluation Office will henceforth conduct only those mid-term evaluations for GEF full-sized projects that have been reported to GEF as being at risk or those that are jointly implemented.

11. Evaluations that have already started are automatically incorporated into the workplan, as they are no longer prospective, together with an estimate of the staff time required for completion.

12. Prospective evaluations are scored against the criteria associated with these principles and ranked in order of priority. A staff time estimate for each evaluation will be made. The scope of the feasible workplan is estimated by considering evaluations in order of priority. The feasible workplan is defined as the point at which the cumulative staff time required equates to the total staff time available within the Evaluation Office.

Planned activities and related outputs

Formative evaluation

13. Early in the first biennium, the Evaluation Office will undertake a formative evaluation of the causal relationships embedded in the projects within each programme framework to understand whether those projects are optimally linked to the expected accomplishments. By mapping out each project's causal pathways, it will become clear how those projects are likely to contribute to the expected accomplishments and whether the interventions utilize common actors, are mutually

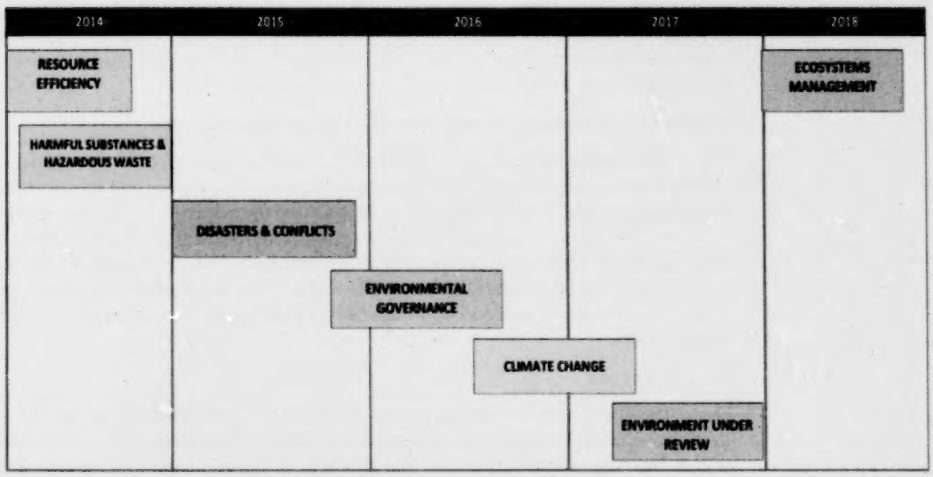
reinforcing and converge/synergize with one another to deliver against the expected accomplishments. At the same time, this analysis will highlight possible linkages from projects within a programme framework to other expected accomplishments. The formative evaluation will also help with the identification of performance measures and key "impact drivers" for use by project/programme managers in the delivery of the expected accomplishments. The formative evaluation will be undertaken internally by the Evaluation Office.

Subprogramme evaluations

14. The work included in some subprogrammes of the programme of work and budget for the biennium 2014–2015 builds upon previous and ongoing UNEP efforts (for example, those in the area of disasters and conflict and environmental governance). Nevertheless, those efforts are consistent with the expected accomplishments defined in the medium-term strategy 2014–2017 and the programme of work and budget for the biennium 2014–2015, and UNEP contributions to the expected accomplishments can be assessed earlier in the evaluation cycle. The evaluation of a third subprogramme, on climate change, will be initiated late in 2015 and be completed by mid–2016. The evaluation of those 3 subprogrammes will be undertaken in 2014–2015. The three3 evaluations fall within the evaluation architecture designed for the medium-term strategy (see fig.II).

15. As in previous years, all subprogramme evaluation reports and recommendations therein will be circulated to the SMT and presented to the Committee of Permanent Representatives. A plan for the implementation of evaluation recommendations will be developed together with the respective Divisions.

Figure II
Schedule of subprogramme evaluations



Project evaluations

16. Projects designed to implement the medium-term strategy for the period 2014–2017 span the two bienniums of the period, and most will have come to an end by 2017. The Evaluation Office will evaluate projects that started during previous bienniums and which have clear links to the expected accomplishments articulated in the medium-term strategy. In this way, UNEP will still be able to report on its performance against the intended results for the programme of work and budget for the biennium 2014–2015 and make recommendations on potential modification to the frameworks. On the basis of the principles and methods defined above, the Evaluation office will undertake 96 project evaluations over the medium-term strategy period (48 under the Environment Fund and counterpart contributions and 48 under GEF).

17. The results of the project evaluations are presented in reports providing information on the success of the projects against their own objectives. They are prepared in close cooperation with the relevant programme management, circulated to SMT and posted on the Evaluation Office website. The Evaluation Office will continue to draw lessons from the evaluations and include them in PIMS as lessons learned.

Evaluation of the medium-term strategy

18. In order to assess progress made towards the implementation of the strategy, with the objective of providing evaluative evidence on the effectiveness and efficiency of the mechanisms installed for delivering against the objectives of the medium-term strategy, an overall evaluation of the medium-term strategy will be undertaken at mid-term and at the end of the period covered. The evaluation will identify challenges in medium-term strategy implementation and provide lessons and recommendations to improve programme implementation and subsequent delivery of the objectives of the medium-term strategy and inform the strategic direction of the organization in the future. Both evaluations will be presented to the Committee of Permanent Representatives.

Other evaluations and activities

19. The Evaluation Office plans to undertake an evaluation of UNEPs strategic presence in the first biennium of the period covering the medium-term strategy. The evaluation will assess how well UNEP is organized and the extent to which it has been successful in delivering its mandate at the regional, subregional and country levels. The evaluation will identify challenges and opportunities for enhanced strategic presence and provide lessons and recommendations to improve programme implementation at the regional, subregional and country levels.

Evaluation synthesis report

20. At the end of each biennium the Evaluation Office will prepare an evaluation synthesis report, which report will summarize the performance of the organization through trends and patterns observed during the biennium from completed evaluations at all levels. The patterns and trends will be used to identify recommendations and lessons to be brought to the attention of, and discussed with, subprogramme coordinators and UNEP senior management. The report, which constitutes a document of the Governing Council, will be reviewed by members of the Committee of Permanent Representatives and disseminated to national Governments and UNEP staff. As in previous years, the report will contain information on the level of compliance with procedures for implementing recommendations issued prior to the medium-term strategy period.

Monitoring of implementation of evaluation recommendations

21. The Evaluation Office will follow up on the implementation of the recommendations in order to ensure that actions required to improve programme performance and management are taken in a timely manner. The Evaluation Office will report on the status of the recommendations to the Executive Director on a quarterly basis and publish information about compliance with the evaluation recommendations in the evaluation synthesis report and on the Evaluation Office website. The Evaluation Office has recently revamped its website. We will continue to update and upgrade the website to provide relevant and up-to-date information on UNEP programme performance and management.

Lessons learned

22. The Office will continue to review and update its Internet database and framework of lessons identified from project and subprogramme evaluations to ensure that the lessons are useful for future project planning and programming. This database is accessible through the Evaluation Office website (http://www.unep.org/eou).

Joint Inspection Unit

23. With regard to JIU activities, the Evaluation Office will continue to serve as focal point and serve a coordinating role for JIU activities in the organization during the biennium. The most resource- intensive role for the Evaluation Office with regard to JIU is the follow-up of management responses to inspection and evaluation reports required by the General Assembly and the numerous requests by the JIU to organize interviews and the administration of questionnaires for its inspection and evaluation work.

Resources

Budget summary (2014–2017)

Budget for 2014–2017 workplan **Type of evaluation**	**Number**		**Cost**
Formative evaluations	1		20,000
Subprogramme evaluations	7		1 050 000
Evaluation of UNEP strategic presence	1		180 000
Outcome/impact evaluation	1		60 000
Biennial evaluation synthesis report	1		40 000
Evaluation of the medium-term strategy	2		300 000
Total, strategic evaluation costs			**1 650 000**
UNEP project evaluations		**Number**	
2014-15		24	
2016-17		24	
UNEP/GEF project evaluations			
2014-15		24	
2016-17		24	

Annex VI

Training plan 2014–2017

1. The United Nations Environment Programme (UNEP) drive to deepen results-based management over the period 2014–2017 will require the institutionalization of training within the organization. While training has been conducted over the current medium-term strategy period 2010-2013, those efforts have been carried out with funds that had to be mobilized from interested donors, a situation that is unsustainable. The training plan is established to institutionalize capacity development in house so that a core set of Environment Fund resources are dedicated to the effort to drive results-based management at all levels in the organization. The training plan is budgeted at a cost of 1 per cent of Environment Fund ($687,500 per year) with the UNEP Office for Operations and Corporate Services serving as the coordinating entity, drawing on the expertise that exists in house. The training revolves around results-based management as the conceptual approach to deliver the UNEP programme of work in all areas of project and fund management. Given the transition to the International Public Sector Accounting Standards (IPSAS) and the introduction of the new United Nations Secretariat-wide enterprise resource planning system (Umoja), the UNEP training plan will also include training on IPSAS and the use of Umoja.

Objectives

2. The overall objective of UNEP training is to complement that provided at the United Nations Office at Nairobi by providing staff with skills to:

(a) Understand results-based planning, budgeting and management to ensure that all aspects of programme, project and fund management are geared to the results in the medium-term strategy and programme of work and budget;

(b) Allow and enable the effective use of PIMS as a tool for project management;

(c) Improve skills and knowledge in various interest areas for both on the job benefit and staff's personal development and career growth, allowing staff members to fully utilize the attained competencies to further organization's goals;

(d) Boost the credibility of the professionals and the organization;

(e) Develop in-house expertise by training- the trainers and encourage distance learning through the intranet ;

(f) Pay specific attention to improving the capacity of women in the organization;

(g) Implement the recommendation of the Secretary-General that all staff, regardless of their location or source of funding, be trained to the same standard (see A/61/255).

3. **Planned training** will centre around project management, fund management, career development and job training, including the mandated International Public Sector Accounting Standards (IPSAS) compliance and the enterprise resource planning system, which will be replace IMIS.

Onboarding, orientation and induction

4. New employees in UNEP are introduced into the organization through the induction programme of the United Nations Office at Nairobi. That induction is vital for new employees. The gap in the induction of new UNEP employees is that it does not, and cannot be expected to, provide much information on UNEP itself—what it stands for, what it aims to achieve and how it operates as a programme. The lack of UNEP-specific components in the induction course provided by the United Nations Office at Nairobi means that new UNEP employees cannot not necessarily identify how their work fits into the organization's broader objectives and how each employee's work enables the organization to achieve its planned results. In other words, the organization risks not achieving the broader results of its medium-term strategy and programme of work in the most efficient way possible.

5. UNEP will institutionalize an induction programme for new UNEP employees that covers UNEP-specific issues to complement the induction training the United Nations Office at Nairobi delivers. The onboarding, orientation, induction and coaching programmes will be in place at different intervals and available to all staff joining the organization, signalling the organization's commitment to the following objectives:

(a) Ensuring that all new UNEP employees quickly gain an understanding of the UNEP mandate, its relation to the wider United Nations system, its organizational set-up and key delivery mechanisms to achieve the planned results in the UNEP medium-term strategy and programme of work and budget;

(b) Providing corporate orientation to newly hired staff members to enable the organization to maximize productivity, staff motivation and retention, achieve a shorter learning curve;

(c) Caring for and investing in its staff and help them to succeed and advance in the organization;

(d) Promoting knowledge transfer, speeding up productivity, better aligning staff members' expectations with organizational needs, encouraging a positive work attitude and improving productivity;

(e) Promoting social integration, organizational attachment and commitment, role clarity, task master and overall job satisfaction and increasing retention;

6. All new employees will attend a UNEP familiarization seminar within six months of their entry on duty. That seminar will be preceded by briefing material sent to new entrants before their arrival on duty, standardized briefings by the United Nations Office at Nairobi upon arrival, together with information packages and an introduction to the divisions to which they were recruited. In addition, new employees would have a local induction, which would be tailored to their regions and area of work but delivered in a consistent corporate manner.

7. Those programmes will consist of interrelated components coordinated by Office for Operations and Corporate Services/human resources training.

Project management using results-based management framework

8. The training on project management will focus on results-based management with an emphasis on project design and management. Areas of weakness currently identified in project management in UNEP that hinder good results-based management relate to the creation of a theory of change or causal pathway that shows what activities are needed to deliver the outputs and achieve outcomes. This in turn affects the quality of the results framework in project logframes and the associated indicators to measure progress against baselines and milestones. Stronger project management skills are also needed to ensure regular focus on monitoring and risk management and strengthened processes that take into account the needs, perspectives, opportunities and challenges in working with stakeholders and partners across multiple sectors.

Fund management training

9. Fund management forms the basis of financial accountability to the United Nations and must ensure that resources are used efficiently and effectively in accordance with United Nations rules and requirements. Annual training is currently provided to fund managers in UNEP but for the period 2014–2017 it will be tailored towards fund management in a results-based context, with support provided on the use of information technology tools for fund management. Attention will be placed on what elements of this training are relevant for project managers (results-based budgeting), given the interrelationship between programmatic and fund management.

10. Other training needs will be identified over the course of the biennium with a view of complementing the training offered by the United Nations Office at Nairobi on language, procurement, information technology and management and leadership development. They are likely to include training on risk management, as that will constitute a key driver in the UNEP operations strategy as documented in the medium-term strategy.

Training budget for the UNEP medium-term strategy 2014–2017

Annual cost for training all UNEP staff for the medium-term strategy 2014–2017: $687,500

Total cost for training all UNEP staff for the medium-term strategy 2014–2017: $2,750,000

Programme	*Coordinator*	*Facilitator*	*Annual cost*	*Two-year budget*
Results-based project management	OFO-HR-TU	TOT	25 000	50 000
Professional coaching programme follow-up	OFO-HR-TU	Consultant	12 500	25 000
Onboarding, orientation and mentoring	OFO-HR-TU	QAS	150 000	300 000
Induction	OFO-HR-TU	UNEP	20 000	40 000
Post management tool	OFO-HR-TU	OFO/TBD	17 500	35 000
Fund management training, including administration management meeting	OFO-HR-TU	HR/FMOs/TBD	200 000	400 000
IT Microsoft tools preparation for international computer driving licence	OFO-HR-TU	OFO/IT/TOT/ Consultant	5 000	10 000
Programme information management system roll-out with finance module	OFO-HR-TU	QAS/IT	25 000	50 000
Financial management tool	OFO-HR-TU	OFO/TBD	17 500	35 000
Centrally coordinated programmes not covered by regular budget	OFO-HR-TU	SDTU-Consultant	22 500	45 000
IPSAS update following Umoja implementation	OFO-HR-TU	TOT/Consultant	25 000	50 000
Women in leadership	OFO-HR-TU	Consultant	67 500	135 000
Umoja training	OFO-HR-TU	HQ personnel/TBD	100 000	200 000
Total			**687 500**	**1 375 000**